

# Appeal 2004



## SUDAN

### Appeal no. 01.06/2004

*The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.*

*This document reflects a range of programmes and activities to be implemented in 2004, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text<sup>1</sup>, or can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>*

*Click on programme title or figures to go to the text or budget*

	2004
Programme title	in CHF
<b>Strengthening the National Society</b>	
Health and Care	512,911
Disaster Management	971,123
Organizational Development	699,057
<b>Coordination, Cooperation, and Strategic Partnerships</b>	
Coordination and Implementation	412,299
<b>Total</b>	<b>2,595,390<sup>2</sup></b>

*Please note that objectives, expected results, and activities associated with the Humanitarian Values programme are included in the narrative of this appeal; the budget associated with these activities is integrated within other programme budgets. <[Click here to go to the text](#)>*

<sup>1</sup> Identified by blue in the text.

<sup>2</sup> USD 1,949,223 or EUR 1,670,673.

## National Context

Sudan is the largest country in Africa, covering approximately 2.5 million square kilometres. The population numbers 32 million people with nearly 65% of them living in rural areas. Within Sudan there is a wide cultural and ethnic diversity with 561 tribes speaking more than 175 languages. This situation significantly impacts on social homogeneity and poses real challenges to unity and stability.

The civil war has now spanned twenty years and continues to adversely affect the social and environmental problems including the high level of vulnerability to diseases, famine and natural disasters. In the year 2003, serious efforts were undertaken to arrive at a negotiated peace settlement. While a peace accord has not yet been arrived at, there are high expectations and hope among the population that the conflict will soon end.



The key outstanding issues between the Sudanese government and the SPLM/A<sup>3</sup> are the post conflict security arrangements, wealth and power sharing and the issue of the presidency. There will be 15,000 soldiers to demobilize.

There are 4,968,412 internally displaced persons in the country spread in twenty one regions or states.<sup>4</sup> Sudan also faces an influx of 328,176 refugees from various countries: Eritrea (305,298), Ethiopia (14,571), Uganda (8,264) Democratic Republic of Congo (38), and Somalia (5). This places significant pressure on Sudan's already strained resources and inadequate services.

In addition to the vulnerabilities created by the conflict, Sudan faces chronic drought and flooding disasters. This results in greater scarcity of resources such as food, water and pasture for livestock. There are over 3,382,412 people facing food insecurity.

Health indicators continue to confirm the severity of the humanitarian situation with malaria, pneumonia, malnutrition, diarrhoea and maternal health complications among the leading causes of death. In addition, it is estimated that there are 600,000 people living with HIV/AIDS in Sudan and 3,500 HIV/AIDS orphans.<sup>5</sup>

<sup>3</sup> SPLM/A - Sudan People's Liberation Movement/Army

<sup>4</sup> Source: OCHA Report of Regional Affected Populations in the Horn of Africa, 2003

<sup>5</sup> Source: Sudan National Aids Control Programme report, 2002

### Human Development Indicators at a Glance 2002

Poverty ranking	138/176
Life expectancy at birth (years)	55.4
Adult literacy rate (% age 15 above)	58.8
Combined primary, secondary and tertiary gross enrolment ratio (%), 2000/2001	34
GDP per capita (PPP USD), 2001	1,970
People living with HIV/AIDS, adults (% age 15-49), 2001 **	2.6
Refugees (thousands), in/out, 2001	349/490

Source: UNDP Human Development Report, 2003

PPP in this context refers to Purchasing Power Parity

\*\* Sudan National Aids Control Programme indicates a prevalence of only 1.6% for people living with HIV/AIDS based on a detailed survey conducted in fourteen states in December 2002. The UNDP figure relates to the HIV/AIDS prevalence amongst university students only.

## Red Cross and Red Crescent Priorities

### Movement<sup>6</sup> Context

The development of a Co-operation Assistance Strategy (CAS) document is a high priority for the national society. The **Sudanese Red Crescent** 2000-2004 strategic plan will be the entry point for this project with anticipated completion by mid 2005. The Sudanese Red Crescent is committed to active consultations and participation with all partners throughout the process.

The national society and the Federation are developing a strengthened and cooperative working relationship. The Sudanese Red Crescent also has bilateral relationships with the following national societies:

- Spanish Red Cross (emergency intervention projects in water, water and sanitation and capacity building in North, South and West Darfur);
- German Red Cross (emergency health activities for IDP<sup>7</sup> in Khartoum State and water and sanitation activities in Sinnar State);
- Netherlands Red Cross (primary health care in Khartoum, Northern Kordofan and Kassala States);
- Danish Red Cross (health, education and agriculture in the Red Sea State); and,
- Norwegian Red Cross (water and sanitation, agriculture and capacity building in the Red Sea State).

Co-operation between the Sudanese Red Crescent, the Federation and ICRC is generally good. The ICRC provides financial support for Sudanese Red Crescent personnel at headquarters, and financial and technical support to branches in conflict areas.

Monthly "Movement meetings", chaired by the secretary general of the Sudanese Red Crescent, are held to discuss co-ordination and co-operation; the meetings are attended by the Federation, ICRC, and bilateral delegates from the Spanish Red Cross, German Red Cross and Netherlands Red Cross. In addition to these three national societies, the Sudanese Red Crescent also has bilateral partnerships with the Norwegian Red Cross and Danish Red Cross.

[\*<Click here to access the Sudanese Red Crescent Strategic Workplan 2000-2004>\*](#)

<sup>6</sup> 'Movement' refers to the International Red Cross and Red Crescent Movement

<sup>7</sup> IDP - Internally Displaced People

**Federation Facilitated Support from the Movement in 2003**

Category	Health	Relief	Disaster Management	HIV/AIDS	Organizational Development
British Red Cross	X	X	X		X
German Red Cross					X
Norwegian Red Cross		X	X		X
Swedish Red Cross		X	X	X	
Danish Red Cross		X			
Japanese Red Cross		X	X		
Finish Red Cross		X			
Canadian Red Cross			X	X	
American Red Cross			X		
Cyprus Red Cross			X		
U.S. Department of State/BPRM <sup>8</sup>				X	

**National Society Strategy/Programme Priorities:**

Sudan is prone to both man-made and natural disasters and the Sudanese Red Crescent ability to mobilize their active volunteer base of 40,000 is of significant value added to the humanitarian efforts in Sudan. It is important to note that the Sudanese Red Crescent is very active in disaster management planning for Sudan and is an independent member of the Higher Council of Civil Defence involving twelve ministers.

In the last two years, the British Department for International Development (DFID) through British Red Cross a disaster preparedness programme has provided funds to the national societies. The funds have helped to respond to emergency situations (health preparedness in particular) timely and effectively, to gain greater knowledge of vulnerable groups and their coping mechanisms and to establish an information network. About three pilot projects are in high disaster risk areas. Based on lessons learned, the capacity building for mitigation in communities should be strengthened in view of reducing the disaster risk in floods and drought prone areas. To address this gap, a new partnership proposal especially for flood mitigation and preparedness has been approved in 2003 under the initiative of Sudanese Red Crescent, the Federation, and the ProVention consortium linked to the global Federation and UNEP agreement signed in 2002. This is a two-phase project lasting three years. During the first phase which will be between August 2003 and March 2004) local risk reduction activities will focus on Khartoum State. During the second phase which is between April 2004 and March 2005 activities will shift to River Nile and Sinnar State. National capacity building efforts will be carried out throughout the project.

The results of good planning and training in disaster response came to the forefront in 2003 when the Sudanese Red Crescent demonstrated its capability to effectively respond to a major disaster when it was asked by the government to assume the lead role in the Kassala flood operation. This was a major disaster which affected over 60,000 families. It demonstrated the benefits of working with the Federation and partners to obtain funding and support the Sudanese Red Crescent in a co-coordinated and timely manner, and the ability of the Sudanese Red Crescent to mobilize and effectively manage this major relief operation through the rapid mobilization of 1,000 trained volunteers. The Sudanese Red Crescent has gained significant respect and recognition with both the government and other Non Governmental Organizations for their key role in this situation and this success and enhanced credibility will be built upon. Further capacity building in disaster preparedness/response will continue to be a priority for the coming years.

The promising prospects of a negotiated peace settlement would bring significant changes in the socio-political fabric of the country. Permanent peace would bring both opportunities and threats to the Sudanese Red Crescent including a potential threat to the cohesion of the institution since there is the possibility that fragmentation could occur and create a divided society. If successful peace negotiations are concluded, the Sudanese Red Crescent must be prepared to respond and take a lead role through mobilization of volunteers to advocate for peace. The national society together with ICRC and the Federation will monitor the situation closely to ensure that its priorities and programmes reflect the needs

<sup>8</sup> BPRM – Bureau of Population, Refugees and Migration (U.S. Department of State)

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of those state branches that have been operating in conflict areas. The Sudanese Red Crescent is ready to take up this challenge, again through its significant volunteer base, and this activity will be an important building block for the country and will complement the Sudanese Red Crescent's continuing priority to promote humanitarian values through dissemination of the Red Cross/Red Crescent Principles.

The Sudanese Red Crescent works very closely with the Ministry of Health and has an important and expanding role to continue supporting the most vulnerable through delivery of well-targeted programmes and education in this area. Improving health and care for the most vulnerable will be the priority with extensive HIV/AIDS education, malaria control, reproductive health education and training and reduction of the morbidity and mortality rate among infants.

The Sudanese Red Crescent continues to face major challenges in its endeavor to achieve organizational development objectives and in particular capacity building. There is a critical shortage of qualified managerial staff at headquarters and this has adversely affected the level and quality of guidance and human resource development that can be effectively undertaken at headquarters and in the branches. This issue was addressed through the development of a detailed reform process that was completed three years ago. Due to internal challenges at senior level and a lack of donor funding, this project never reached the implementation stage. The internal issues have now been resolved and the Sudanese Red Crescent is committed to revisiting the reform process as a priority. Governance has demonstrated this commitment by recently approving the sale of a piece of land whose proceeds are intended to pay the significant terminal benefits which would be required under Sudanese law. If funding is made available, the national society intends to undertake a detailed review of the recommendations of the reform process to determine whether adjustments are required to address current needs and support the 2004 - 2007 strategic plan. Other key priorities relating to organizational development will include implementation and training for a new financial system (NAVISON), greater emphasis on developing business partnerships and viable income generating activities and achieving significant improvement in the Sudanese Red Crescent capability to produce accurate technical and narrative reports.

The 2003 appeal for Sudan realized financial support of less than 50% of the total appeal for 2003. However, this is an improvement from previous years where the coverage was about 20%. Limited level of support has obviously resulted in very restricted program delivery and has also slowed down progress in the key area of capacity building. An example of the difficulties faced by the Sudanese Red Crescent, the 2003 appeal budget was still being reviewed and awaiting final endorsement in early September 2003. In addition, lack of effective income generation activities continues to severely hamper efforts to bring about the necessary institutional changes and provide adequate services to the most vulnerable. Increased donor support will be essential if the national society is to be successful in implementing the reform process and achieving much needed capacity building.

## **Strengthening the National Society**

### **Health and Care**

[\*<Click here to return to title page>\*](#)

#### **Background and achievements/lessons to date**

The Sudanese Red Crescent provides preventative and curative health services at community level and conducts education campaigns to help reduce communicable diseases. Several state branches also operate primary health care for internally displaced persons. The national society continues to partner with Family Planning International Assistance (FPIA) to provide curative and preventative health services through eight facilities.

The Federation supports projects in malaria control, reproductive health, Sexually Transmitted Infections (STI) and HIV/AIDS in IDP<sup>9</sup> camps in the White Nile State, while the Sudanese Red Crescent is involved in providing child health care in collaboration with WHO, UNICEF, WFP, UNFPA and the MOH. The Federation also supports the Sudanese Red Crescent HIV/AIDS strategic plan. The national society continues to be an active member of the Sudan National AIDS Control Programme (SNAP) and the

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<sup>9</sup> IDP – Internally Displaced People

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Country Theme Group (CTG) as well as the Sudan Aids Network (SAN), which is a consortium of NGOs working on HIV/AIDS control.

In the next few years, the Sudanese Red Crescent will take a targeted approach to health care in order to deliver and monitor its programmes more effectively in support of the most vulnerable. The principle areas of concentration will be:

- Strengthening the headquarters health and care core structure
- First aid training in all twenty one branches
- Community based primary health care in targeted areas
- Reducing morbidity and mortality rates caused by malaria in targeted areas
- Reducing the incidence rate for HIV/AIDS in targeted areas

**Goal: Through Sudanese Red Crescent intervention, the preventative, curative and emergency health services at the community level are improved.**

**Objective: The suffering of the most vulnerable will be alleviated through activities promoting awareness and prevention of HIV/AIDS, the reduction of morbidity and mortality rates caused by malaria and the provision of training and services relating to Community Based Primary Health Care.**

### Expected Results :

1. 56,000 people have been trained in the Sudanese Red Crescent first aid curriculum by 2007.
2. A 20 % reduction in maternal morbidity and mortality rates in targeted areas has been achieved by 2007.
3. A 15% reduction in the morbidity and mortality rates caused by malaria in targeted areas has been achieved by 2007.
4. A reduction of the incidence rate of HIV/AIDS from the current 1.6% to less than 1% in targeted areas has been achieved by 2007.
5. An adequate and safe water supply is consistently available in targeted areas by 2007.
6. There is coverage in immunization of children under five years of age in targeted areas of 92% by 2007.

Expected Results	Indicators to Measure Results	Risks/Assumptions	Activities planned to meet results
1. 56,000 people have been trained in first aid according to the Sudanese Red Crescent curriculum by 2007.	1.1 14,000 people per year have been awarded Sudanese Red Crescent first aid training certificates	1.1 Increased staffing levels and personnel qualifications within the headquarters health and care unit 1.2 Resources are available (financial, human and material) 1.3. Negotiated peace in Sudan 1.4 Unified Sudanese Red Crescent	1.1 Organize 560 community based first aid training workshop per year with maximum 25 participants per session in 2004-2007 and arrange training materials.

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<b>Expected Results</b>	<b>Indicators to Measure Results</b>	<b>Risks/Assumptions</b>	<b>Activities planned to meet results</b>
<p>2. A 20% reduction in maternal morbidity and mortality rates in targeted areas has been achieved by 2007.</p> <p>Target areas 2004: Northern State, Upper Nile State, Blue Nile State, Red Sea State, West Kordofan</p>	<p>2.1 Training conducted or session attended each year in 5 targeted states for 120 Traditional Birth Attendants and 120 midwives, 600 mothers on awareness campaigns on reproductive health, 600 families on education sessions on child immunization and 600 people on education sessions on water/sanitation practices</p> <p>2.2 Using predetermined baselines, statistics show a reduction in maternal morbidity and mortality rates, an increase in child immunization against preventable disease and a reduction in water borne diseases in targeted areas.</p>	<p>2.1 Increased staffing levels and personnel qualifications within the headquarters health and care unit</p> <p>2.2 Resources available (financial, human and material)</p> <p>2.3 Negotiated peace in Sudan</p> <p>2.4 Unified Sudanese Red Crescent</p>	<p>2.1 Organize 12 dissemination and awareness campaigns per year on reproductive health in 2004-2007 with training materials.</p> <p>2.2 Organize 30 education sessions on child immunization per year in 2004-2007 with training materials.</p>
<p>3. A 15% reduction in morbidity and mortality rates caused by malaria in targeted areas has been achieved by 2007.</p> <p>Target areas 2004: Elgazira, Sinnar, White Nile, Unity, Algdarif</p>	<p>3.1 Education sessions attended each year in 5 targeted states for:</p> <ul style="list-style-type: none"> <li>- 300 volunteers and 150 community leaders on malaria control training</li> <li>- 100,000 people on Information Education Communication training sessions</li> <li>- 3,000 people on vector control campaigns</li> <li>- 3,000 educational posters and 5,000 pamphlets distributed</li> <li>- Statistics show a reduction in morbidity rates caused by malaria.</li> </ul>	<p>3.1 Increased staffing levels and qualifications within headquarters health and care unit.</p> <p>3.2 Resources available (financial, human, material)</p> <p>3.3 Negotiated peace in Sudan</p> <p>3.4 Unified Sudanese Red Crescent.</p>	<p>3.1 Organise 15 workshops in malaria control per year in 2004-2007.</p> <p>3.2 Organise 500 sessions on Information, Education and Communication per year in 2004-2007.</p> <p>3.3 Organise 30 vector control campaigns per year in 2004-2007.</p>

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<b>Expected Results</b>	<b>Indicators to Measure Results</b>	<b>Risks/Assumptions</b>	<b>Activities planned to meet results</b>
<p>4. A reduction of the incidence rate for HIV/AIDS and Sexually Transmitted Infections from the current 1.6% to less than 1% in targeted areas has been achieved by 2007.</p> <p>Target areas 2004: Khartoum, Greater Equatoria, Red Sea, Gedarif, Kassala.</p>	<p>4.1 Awareness of HIV/AIDS and Sexually Transmitted Infections is increased within Sudanese Red Crescent governance, staff, and volunteers at both Headquarters in 2004-2007.</p> <p>4.2 300 coaches, volunteers and community leaders per year have attended HIV/AIDS training workshops by 2007.</p> <p>4.3 25 Sudanese Red Crescent health care workers have been trained in “Syndromic Approach Management”</p> <p>4.4 1.25 million people per year have participated in education campaigns on HIV/AIDS in 2004-2007.</p>	<p>4.1 Increased staffing levels and personnel qualifications within the headquarters health and care unit</p> <p>4.2 Resources available (financial, human and material)</p> <p>4.3 Negotiated peace in Sudan</p> <p>4.4 Unified Sudanese Red Crescent.</p>	<p>4.1 Organize HIV/AIDS education sessions for Governance, staff and volunteers at Headquarters in 2004-2007.</p> <p>4.2 Organize a workshop on HIV/AIDS per year for coaches, volunteers and community leaders in 2004-2007.</p> <p>4.3 Organize one training session per year for 25 Sudanese Red Crescent health care workers on “Syndromic Approach Management” in 2004-2007.</p> <p>4.4 Organize one community level education campaign on HIV/AIDS for 250,000 participants per campaign in 2004-2007.</p>
<p>5. An adequate and safe water supply is consistently available in targeted areas by 2007.</p> <p>Target areas 2004: Khartoum State, Kassala State, White Nile State, Unity State, Sinnar State.</p>	<p>5.1 Reduction % of diarrhoeal diseases</p>	<p>5.1 Resources available (financial, human and material)</p>	<p>5.1 Organise 30 education sessions per year on safe water practice with maximum 20 participants per session in 2004-2007.</p> <p>5.2 Arrange printing materials in 2004-2007.</p>
<p>6. There is coverage of 92% in immunization of children under five years in targeted areas. (2004-2007)</p> <p>Target areas 2004: Khartoum State, Greater Equatorial State, West Darfur State, South Darfur State, South Kordofan State.</p>	<p>6.1 Immunization coverage in targeted areas in 2004 is 74%, in 2005 is 80%, in 2006 is 90% and in 2007 is 92%</p>	<p>6.1 Resources available (financial, human and material)</p> <p>6.2 Capacity of Sudanese Red Crescent to continue obtaining free vaccines from Ministry of Health</p>	<p>6.1 Conduct regular and mobile immunization clinics in targeted areas</p> <p>6.2 Train volunteers in vaccination practices in targeted areas</p> <p>6.3 Translate Federation “toolkit” pamphlet into Arabic</p>

*[<Click here to access the Logical Framework Planning Matrix document for Health and Care>](#)*

## Disaster Management

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### Background and achievements/lessons learned to date

Sudan is one of the most disaster prone countries in the world and as such there is a significant challenge for the Sudanese Red Crescent to do everything possible to ensure its 40,000 active volunteers are well prepared and trained to respond in a co-coordinated and effective manner. In this regard, the national society is engaged in training in disaster preparedness and response and mitigation activities in all twenty one branches. The benefit of this preparedness and the Sudanese Red Crescent ability to mobilize significant numbers of trained volunteers was clearly demonstrated in 2003 during the floods in Kassala, the ongoing drought operation in Red Sea State and in vaccination campaigns.

The challenge in assisting IDP in the country offered an opportunity for the Sudanese Red Crescent to work in co-operation with CARE, ECHO, WFP, partner national societies and various other donor agencies. The activities that are being undertaken include :

1. Assisting displaced women with literary and health education as well as income generating activities in targeted state branches
2. Provision of safe water, health education and hygiene promotion in the Khartoum state branch
3. Provision of primary health care in the Kassala state branch.

The Sudanese Red Crescent strategic work plan 2000 to 2004 has the need to “improve the quality and assistance to disaster affected communities” as one of its six goals. To achieve this, the Sudanese Red Crescent recognizes that it must strengthen the national society and community emergency response, carry out relief response for communities most at risk and encourage communities to develop solidarity in disaster situations. In addition, the Sudanese Red Crescent has developed a draft disaster preparedness policy and plan which will be reviewed during a workshop in October, 2003 by headquarters, branch staff, the Federation/ ICRC and other partners. Planning is also underway for the Sudanese Red Crescent and the Regional Delegation to develop a disaster preparedness and response strategic plan for Sudan. It will be valid until 2010.

Disaster management will continue to be a main focus for the Sudanese Red Crescent and priorities will include:

- Strengthening headquarters disaster preparedness and response core structure.
- Strengthening the capacity of all branches, volunteers and communities in disaster preparedness and response mitigation (Food security, mitigation of flood risks and conducting Vulnerability Capacity Assessments (VCA)).
- Strengthening co-operation and co-ordination amongst key stakeholders.
- Raising community awareness and participation in disaster preparedness planning and targeting.
- Ensuring systems and mechanisms are in place to facilitate effective disaster response.

**Goal: Reduce the vulnerability of communities in targeted areas of Sudan in relation to the threat and impact of natural disasters.**

**Objective: Reduce the vulnerability of targeted communities by strengthening their disaster prevention, preparedness and response capacity through integrated strategies, structures, systems, plans and activities.**

### Expected Results :

1. The ability and capacity of the Sudanese Red Crescent to respond to all types of disasters in a timely and co-coordinated manner is improved in targeted branches by 2007.
2. Disaster preparedness and response co-operation and co-ordination amongst stakeholders are improved by 2007.
3. Targeted communities are knowledgeable and accepting of the Sudanese Red Crescent mandate in disaster preparedness and response and actively participate in the planning and response process by 2007.
4. Systems and mechanisms are in place to facilitate effective disaster preparedness and response by 2007.

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<b>Expected Results</b>	<b>Indicators to Measure Results</b>	<b>Risks / Assumptions</b>	<b>Activities planned to meet results</b>
<p>1. The Sudanese Red Crescent ability and capacity to respond to all types of disasters in a timely and co-ordinated manner is improved in targeted branches BY 2007.</p> <p>Targeted areas 2004: Red Sea, North Kordofan, North Darfur, Northern State, Khartoum State.</p>	<p>1.1 A Sudanese Red Crescent national disaster response team is in place in 2005.</p> <p>1.2 Working group on food security is functioning in 2004.</p> <p>1.3 State branch disaster response teams are operational in all branches by 2007.</p> <p>1.4 A standard disaster management training manual is being used by 2005.</p> <p>1.5 White Nile, South Darfur, Gederif state branches have acquired warehousing and storage facilities by 2006.</p> <p>1.6 Five training workshops per year for staff and volunteers on Disaster Preparedness and Response have taken place in the 5 branches by 2007; two training workshops per year on Vulnerability Capacity Assessment and data collection; one training workshop per year on Early Warning Systems and Procedures; two information exchange visits per year between branches; and an annual Disaster Preparedness and Response meeting involving headquarters and Branch staff has been conducted every year</p>	<p>1.1 Increase of staffing levels and personnel qualifications within the headquarters disaster management unit.</p> <p>1.2 Resources available (financial, human, material)</p> <p>1.3 Delays to implement the programme if major disasters occur.</p> <p>1.4 Negotiated peace in Sudan</p> <p>1.5 Unified Sudanese Red Crescent</p>	<p>1.1 Organize joint disaster preparedness and response meeting in Khartoum involving headquarters and branch staff, /selected volunteers /regional delegates about implementation of national disaster response team in 2004, and follow-up meeting in 2005.</p> <p>1.2 Identify potential members of working group on food security in 2004 and convene meeting to establish the group with terms of reference.</p> <p>1.3 Identify potential candidates for Red Sea branch team and organize training workshop to established Branch Disaster Response Teams in 2004.</p> <p>1.4 Organize meeting between Headquarters, branch and partners to discuss curriculum developed in ProVention Project in 2004, develop standard training manual to be approved by the Central Committee and pilot the Training manual in branches.</p> <p>1.5 Request state government for land in targeted branches in 2004 and construct three warehouses by 2006.</p> <p>1.6 Organize 5 training workshops per year on Disaster Preparedness and Response in the 5 branches in 2004-2007; 2 training workshops per year on Vulnerability Capacity Assessment and data collection; 5 training workshops per year on Early Warning Systems and Procedures; 2 Disaster Preparedness and Response information sharing exchange visits per year between specific branches; and an annual Disaster Preparedness and Response planning meeting of Headquarters and branch staff.</p>

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<b>Expected Results</b>	<b>Indicators to Measure Results</b>	<b>Risks / Assumptions</b>	<b>Activities planned to meet results</b>
	<p>1.7 A long-term project plan is in place to address the ongoing requirements for the Red Sea Drought situation by July 2004.</p> <p>1.8 The Director of Disaster Management is better versed on Disaster Preparedness and Response matters</p>		<p>1.7 Prepare Red Sea Drought plan of action and activities by Sudanese Red Crescent members and Federation Drought Co-ordinator, provide information to donors.</p> <p>1.8 Visit another national society well versed in Disaster Management by the Sudanese Red Crescent Disaster Management Director in 2005 and 2007.</p>
<p>2. Disaster preparedness and response co-operation and co-ordination amongst stakeholders are improved by 2007.</p>	<p>2.1 A Disaster Preparedness and Response Co-operation Framework is in place between stakeholders and regular meetings are taking place by 2006.</p>	<p>2.1 Will on the part of the government and NGO community to engage in dialogue</p> <p>2.2 Resources available</p> <p>2.3 Negotiated peace in Sudan</p> <p>2.4 Unified Sudanese Red Crescent.</p>	<p>2.1 Identify list of key stakeholders involved in Disaster Preparedness and Response activities in 2005 and convene meeting on co-operation and co-ordinated Disaster Preparedness and Response planning in view of establishing Co-operation Framework Task force.</p>
<p>3. Targeted communities are knowledgeable, accept the Sudanese Red Crescent mandate in Disaster Preparedness and Response, and actively participate in the planning and response process by 2007.</p> <p>Targeted communities 2004: Red Sea, North Darfur, North Kordofan, Northern State, Khartoum.</p>	<p>3.1 Two mass community awareness campaigns per year have taken place on Disaster Preparedness and risk reduction in all state branches in 2004-2007.</p> <p>3.2 Two sensitization meetings per year have taken place with the Community Leaders in 2004-2007.</p> <p>3.3 Disaster Preparedness and response planning committees involving community leaders and volunteers are functioning in 2004-2007.</p>	<p>3.1 Community leaders are committed to participating in Disaster Preparedness and Response planning</p> <p>3.2 Resources available (financial, human, material)</p> <p>3.3 Government bodies (national and state) and community leaders accept the mandate of the Sudanese Red Crescent to assist only the most vulnerable and are prepared to lobby in this regard</p> <p>3.4 Negotiated peace in Sudan</p> <p>3.5 Unified Sudanese Red Crescent</p>	<p>3.1 Organize two mass community awareness campaigns per year on Disaster Preparedness and Risk Reduction in every state branch during by 2007 starting with sensitization meetings with leaders in the five-targeted communities and using posters and pamphlets.</p>

Expected Results	Indicators to Measure Results	Risks / Assumptions	Activities planned to meet results
4. Systems and mechanisms are in place to facilitate effective Disaster Preparedness and Response by 2007.	4.1 Standard Disaster Preparedness systems and procedures for relief, logistics and monitoring activities are in place by 2007. 4.2 GIS software is operational at Headquarters and in 5 state branches by 2007.	4.1 Resources available (financial, human and material)	4.1 Identify Disaster Preparedness Task Force members to develop standard relief, logistics and monitoring procedures with technical support of Regional Delegation by 2006.

*<Click here to access the Logical Framework Planning Matrix document for Disaster Management>*

## Humanitarian Values

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### Background and achievements/lessons learned to date

The active promotion and advocacy with respect to the Movement's humanitarian values and fundamental principles continues to be one of the top priorities of the Sudanese Red Crescent strategic work plan. In pursuit of this, the Sudanese Red Crescent conducts regular dissemination activities and training throughout the country with the support of ICRC. The national society recognizes that this advocacy role is a "crosscutting" theme and is discussed at training sessions relating to other core areas.

There is every indication that the peace negotiations will be successful before the end of 2003. In this event, there will be a significant opportunity for the Sudanese Red Crescent to provide a service to the country by disseminating the principles of peace and harmonious living as a natural extension of its current activities in this area. The Sudanese Red Crescent is well positioned with its large number of trained volunteers throughout the country to help create an environment within Sudan that will establish peaceful coexistence and co-operation. This opportunity will be discussed with the relevant authorities with a view to include advocacy on behalf of the peace building process as part of all Sudanese Red Crescent campaigns promoting Red Cross and Red Crescent humanitarian values and fundamental principles.

**Goal: Red Cross and Red Crescent fundamental principles and humanitarian values are known and respected throughout Sudan and, as a result, discrimination against vulnerable groups is reduced.**

**Objective: The Federation secretariat supports Sudanese Red Crescent by increasing its capacity to promote Red Cross and Red Crescent Fundamental Principles and Humanitarian Values.**

### Expected results

1. Better understanding of Red Cross and Red Crescent principles and values, the transition to peace and International Humanitarian Law (IHL) by Sudanese Red Crescent members, governance, volunteers, government and the general population in all twenty one State branches by 2007.
2. Expansion of dissemination activities into targeted conflict areas has taken place by 2007.

Expected Results	Indicators to Measure Results	Risks / Assumptions	Activities planned to meet results
<p>1. Better understanding of Red Cross and Red Crescent Principles and values, the transition to peace and International Humanitarian Law by Sudanese Red Crescent members, governance, volunteers, government and the general population in all twenty-one State branches by 2007.</p>	<p>1.1 Number of Red Cross and Red Crescent campaigns per year conducted in all branches on peace process and International Humanitarian Law awareness.</p>	<p>1.1 Negotiated peace in Sudan 1.2 Unified Sudanese Red Crescent 1.3 Willingness of authorities to have Sudanese Red Crescent to advocate on behalf of the peace process 1.4 Resources available (financial, human and material) 1.5 Federation and ICRC technical support</p>	<p>1.1 Create a task force on national society's involvement in the peace process in January 2003 1.2. Discuss with relevant authorities the Sudanese Red Crescent role and involvement in peace process in January 2004. 1.3 Develop standard curriculum for peace process dissemination in liaison with relevant authorities and ICRC in February 2004. 1.4 Organize one training workshop for Headquarters staff on peace process dissemination in April 2004. 1.5 Organize two training workshops for branch staff and volunteers per year in all branches on dissemination of humanitarian values, fundamental principles, International Humanitarian Law and peace process by 2007.  1.6 Organize one dissemination campaign on Humanitarian Values, Fundamental Principles, International Humanitarian Law and Peace Process per year in all branches by 2007. 1.7 Print and disseminate materials for all workshops and campaigns in 2004.</p>
<p>2. Expansion of dissemination activities into previous conflict areas.  Target areas 2004: Southern, South Kordofan, Kassala, Blue Nile, South Darfur states</p>	<p>2.1 Two Red Cross and Red Crescent dissemination and peace process awareness campaigns per year have been conducted in each conflict targeted area.</p>	<p>2.1 Negotiated peace in Sudan 2.2 Unified Sudanese Red Crescent 2.3 Willingness of authorities to have Sudanese Red Crescent to advocate on behalf of the peace process 2.4 Resources available (financial, human and material) 2.5 ICRC technical support</p>	<p>2.1 Organise two training workshops for branch staff and volunteers per year on dissemination of humanitarian values, fundamental principles, International Humanitarian Law and peace process in targeted areas of previous conflict zones by 2007. 2.2 Organize two dissemination campaigns on humanitarian values, fundamental principles, International Humanitarian Law and peace process per year in targeted areas of previous conflict zones by 2007. 2.3 Print and disseminate materials for all workshops and campaigns in 2004.</p>

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## Organizational Development

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### Background and achievements/lessons learned to date

As regards organizational development, 2003 was a difficult year for the Sudanese Red Crescent. The appeal budget was not made available until very late in the year and as a result the capacity building and organizational development objectives will not be fully realized. There is, however, a very strong and genuine commitment on the part of Sudanese Red Crescent leadership to enter into a period of significant change and during 2004, the following priorities will be undertaken with increased support from the Movement's partners:

- Strengthening the headquarters organization development core structure
- A new organizational structure for headquarters and more decentralized processes
- Implementation of a master training programme
- Implementation of standard human resources policy and procedures
- Improvement to the volunteer management system in targeted areas
- Increased income generation
- Standard financial systems are in place at headquarters and in targeted branches

**Goal: The national society is consistently achieving its mission and vision and the lives of the most vulnerable in Sudan are improved.**

**Objective: The Sudanese Red Crescent has strengthened its capacity and effective programmes are being delivered that address local vulnerabilities in the four core areas.**

### Expected Results:

1. A revised strategic plan is adopted by 2004.
2. A new organizational structure is established at the headquarters with the reform program implemented and the decentralization plan up to the branch level in place by 2004.
3. Consistent dynamic leadership and visioning, good management practices, improved strategic planning skills as well as narrative and technical reports writing skills are being demonstrated between 2005 and 2007.
4. Standard human resources policy and procedures reflecting "best practices" are in place from 2005.
5. A volunteer management system with common components is in place in six targeted branches as from 2005.
6. The Sudanese Red Crescent is less dependent on external funding as from 2005.
7. A standard financial reporting system (NAVISION) is in use at headquarters level in 2004 and in six states branches as from 2005.
8. Information on Sudanese Red Crescent activities is reported accurate and timely to all partners by 2006.

Expected Results	Indicators to Measure Results	Risks / Assumptions	Activities planned to meet results
1. A revised Strategic Plan is adopted by 2004.	1.1 A partnership meeting is held before July 2004 1.2 Longer term donor support for 2004-2007 is pledged 1.3 Appeal initiatives is established	1.1 Funding available 1.2 Partners' interest in supporting Sudan on the longer term 1.3 Negotiated peace in Sudan 1.4 Unified Sudanese Red Crescent	1.1 Engage consultant to facilitate the strategic planning process and organize meeting of headquarters and branches members to develop the 2005-2007 strategic plan in March 2004 1.2 Organize a partnership meeting to review Sudanese Red Crescent strategic plan to identify level of long-term donor support before July 2004. 1.3 Approve the revised strategic plan by the national committee in July 2004.

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<b>Expected Results</b>	<b>Indicators to Measure Results</b>	<b>Risks / Assumptions</b>	<b>Activities planned to meet results</b>
<p>2. A new organizational structure is established at the headquarters with the reform program implemented and the decentralization plan up to the branch level is in place by 2004.</p>	<p>2.1 Headquarters Job descriptions and organigram are in place                      2.2 The needs of the most vulnerable are being met through more co-ordinated and effective programmes                      2.3 Staff motivation, loyalty and productivity is higher                      2.4 Recruitment and retention of professional qualified staff is achieved</p>	<p>2.1 Sudanese Red Crescent leadership commitment and will to the restructuring process                      2.2 Increased staffing levels and personnel qualifications within the headquarters organizational development unit.                      2.3 Resources available (financial and human)                      2.4 Engagement of competent change management consultant.                      2.5 Qualified professionals attracted to join Sudanese Red Crescent.                      2.6 Negotiated peace in Sudan                      2.7 Unified Sudanese Red Crescent.</p>	<p>2.1 Develop Terms of Reference for the consultant to update the headquarters reform program document (done in 2000 and reviewed in 2002) and recommend revisions/transition plan in March to April 2004.                      2.2 Review, amend and approve the revised Reform Program recommendations and transition plan during the Partnership meeting in June 2004.                      2.3 Start to recruit the new staff in August-December 2004 and implement the new structure in August-December 2004.</p>

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<b>Expected Results</b>	<b>Indicators to Measure Results</b>	<b>Risks / Assumptions</b>	<b>Activities planned to meet results</b>
<p>3. Consistent dynamic leadership and vision, good management practices, improved strategic planning skills as well as narrative and technical report writing skills are being demonstrated between 2005 and 2007.</p>	<p>3.1 The revised strategic work plan for 2005-2007 is developed            3.2 Sound decision making is evident within Sudanese Red Crescent            3.3 Branches are seeking headquarters guidance in programme management            3.4 All reporting is done internally within Sudanese Red Crescent and consistently meets donor requirements</p>	<p>3.1 Resources available (financial and human)            3.2 Negotiated peace in Sudan            3.3 Unified Sudanese Red Crescent</p>	<p>3.1 Develop Terms of Reference for the consultant in February 2005 to review the 2000 master training plan and approve the recommendations in April 2005.            3.2 Implement the training plan from July 2005 to December 2007.            3.3 Organize annual planning meeting with Headquarters and Branch Executive Directors to discuss progress and revision to Appeal in 2004-2007.            3.4 Conduct CAPI analysis in 5 branches per year in 2004-2007.            3.5 Organize exchange visits between three Sudanese Red Crescent branches per year in 2004-2007.            3.6 Discuss and improve Sudanese Red Crescent reporting capacity with the technical support of the Regional Delegation Reporting unit in 2004 and 2005.            3.7 Organize a visit for Sudanese Red Crescent communications officer to the Regional delegation communications department in 2005; an exchange visit for the secretary general to a sister well functioning national society in 2004 and one for the organizational development director to a sister society with relevant experience in 2005.</p>
<p>4. Standard human resources policy and procedures reflecting “best practices” are in use from 2005.</p>	<p>4.1 Standard human resources policy and procedures manual is in place and used by headquarters and branches            4.2 Morale, motivation and co-operation amongst staff is increased            4.3 Ability to recruit and retain qualified professional staff is enhanced</p>	<p>4.1 Resources available (financial and human)            4.2 Negotiated peace in Sudan            4.3 Unified Sudanese Red Crescent.</p>	<p>4.1 Develop Terms of Reference for consultant to analyze the local human resources policies and procedures and make recommendations in 2004 to be approved by Sudanese Red Crescent with technical support from Federation in 2005.            4.2 Finalize standard Sudanese Red Crescent human resources policy and procedures manual for approval by the national committee in 2005.            4.3 Implement the human resources policy and procedures through training sessions at headquarters and branch levels by 2006.</p>

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<b>Expected Results</b>	<b>Indicators to Measure Results</b>	<b>Risks / Assumptions</b>	<b>Activities planned to meet results</b>
<p>5. A volunteer management system with common components is in place in six targeted branches as from 2005.</p> <p>Target branches to be identified</p>	<p>5.1 Standard training modules are used in six targeted branches</p> <p>5.2 The active volunteer base in the six targeted branches is 10% over 2003 levels</p> <p>5.3 An accurate volunteer database functions in targeted branches.</p>	<p>5.1 Co-operation and buy-in in the six targeted branches</p> <p>5.2 Resources available (financial, human and material)</p> <p>5.3 Negotiated peace in Sudan</p> <p>5.4 Unified Sudanese Red Crescent.</p>	<p>5.1 Review volunteer management systems in two targeted branches per year as from 2005</p> <p>5.2 Establish standard volunteer management practices in six targeted branches by 2007.</p>
<p>6. Sudanese Red Crescent is less dependent on external funding as from 2005.</p>	<p>6.1 Local income generation activities now contribute 25% of the total core costs for headquarters</p>	<p>6.1 Interest of local businesses in partnerships with Sudanese Red Crescent</p> <p>6.2 Resources available (financial and human)</p> <p>6.3 Negotiated peace in Sudan</p> <p>6.4 Unified Sudanese Red Crescent.</p>	<p>6.1 Establish an income generation committee by 2005 to identify list of potential corporate partners.</p> <p>6.2 Negotiate at least 2 income generating corporate partnership per year as from 2005</p> <p>6.3 Transfer knowledge of fund-raising methodologies, principles to Sudanese Red Crescent through technical support from the Federation headquarters or Regional Delegation and/or external consultancies.</p>
<p>7. A standard financial reporting system (NAVISION) is in use at Headquarters in 2004 and in 6 state branches as from 2005.</p>	<p>7.1 The national society headquarters and branches are able to generate accurate and timely financial reports</p> <p>7.2 Donor confidence is increased</p> <p>7.3 Funding of activities is increased</p>	<p>7.1 Resources available (financial and human)</p> <p>7.2 NAVISION capacity to deliver an accounting package to headquarters and branches</p> <p>7.3 Technical issues (computer lines, steady power supply etc.)</p> <p>7.4 Negotiated peace in Sudan.</p> <p>7.5 Unified Sudanese Red Crescent.</p>	<p>7.1 Connect the 6 selected branches to headquarters and between each other by 2005.</p> <p>7.2 Implement NAVISION financial package and organize training in two branches per year by 2007.</p> <p>Note: Funding for NAVISION implementation at Headquarters is already available in 2003 budget. It is anticipated that this will be installed and fully functional at Headquarters by mid 2004.</p>

Expected Results	Indicators to Measure Results	Risks / Assumptions	Activities planned to meet results
8. Accurate and timely information on Sudanese Red Crescent activities are reported to all partners by 2006.	8.1 A Sudanese Red Crescent information web site is fully functional	8.1 Resources available (financial and human) 8.2 Technical capacity to run web site 8.3 Negotiated peace in Sudan 8.4 Unified Sudanese Red Crescent.	8.1 Develop consultancy Terms of Reference and select one to design the Sudanese Red Crescent web site by 2006. 8.2 Develop a communications plan with press conference to launch web site in 2006.

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## Coordination, Cooperation, and Strategic Partnerships

### Background and achievements/lessons learned to date

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In the past years, support from the Federation to the national society has mainly been directed to decentralization, accountability and transparency of operations, as well as improvement of financial management systems. As such, organizational development was fragmented and caused misunderstanding. A coherent approach to strengthen the overall organization of the Sudanese Red Crescent, its structures and its performance is now being followed and includes the ICRC, the Federation and the bilateral partner national societies. Following constructive dialogue and clarification of expectations, roles and responsibilities, the situation has stabilized and there is now a high level of co-operation and sharing among all components of the Movement.

The role of the Federation in the next few years will continue to be that of a facilitator and a coach for the national society as it develops its network of resources and partnerships. Provision of technical support and assistance whenever it is needed will help develop the funding base and improve capacity to develop new programmes and deliver qualitative humanitarian services to the most vulnerable people. The assistance will be provided through mobilization of local and international resources. Through mobilization partner national societies will coordinate the inputs', focus on coordination, cooperation and input of partner national societies. It will also focus on technical assistance and policy development to achieve institutional capacity building systems and programmes, particularly those related to volunteering, disaster preparedness and response, HIV/AIDS, water and sanitation projects, community development health services, and humanitarian values. The following co-ordination and co-operation services are provided:

- Developing a Country Agreement Strategy (CAS)
- Liaising with bilateral partner national societies (German Red Cross, Spanish Red Cross and Netherlands Red Cross) on programme support and potential programme support
- Providing advice on programme direction and partners' support to the Sudanese Red Crescent
- Ensuring sharing of information with partners
- Arranging meetings and field trips for visiting partner national societies
- Providing administrative services to the bilateral partner national societies
- Coordinating Movement meetings in Sudan.

A prime focus for the coming year will be to ensure that the Federation interfaces regularly with Movement's components and the wide range partners that operate in Sudan.

**Goal: The overall goal is to help build the capacity and empower the Sudanese Red Crescent to achieve its mandate through good governance, management, sound financial systems, and qualified human resources and to support the building of good partnership with other actors.**

**Objective: The Federation, through participatory facilitation, is supporting the Sudanese Red Crescent in its process towards full recognition by the government and by the Movement. It is also ensuring continuous improvement of integrated capacity building, planning and implementation skills and advocacy based on the seven fundamental principles of the Movement.**

**Expected Results**

1. The Cooperation Agreement Strategy for Sudan has been developed and has increased the impact of the Movement support to the national society in 2004, through Federation coordination and support mechanisms.
2. The Federation representative and regional technical delegates have provided adequate facilitation and coaching to the national society leadership based on mutually agreed terms of reference and experiences from bilateral projects, as well as expertise from ICRC, bilateral partners and local consultants.
3. A partnership meeting is organized annually for the national society and its partners, especially partner national societies and African sister societies in the region.
4. Annual appeals, emergency appeals and all reports are prepared and issued with the technical support of the Federation representative and regional delegates.

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
1. The Cooperation Agreement Strategy for Sudan has been developed by the end of 2004 and has increased the impact of the Movement support to the national society through Federation coordination and support mechanisms.	1.1 Country Agreement Strategy finalised and the process has contributed to improving skills, experience, effectiveness and efficiency in project and programme implementation.	1.1 Financial and human resources. 1.2 High expectations from stakeholders.	1.1 Develop a Country Agreement Strategy involving all stakeholders and facilitated by the Federation Representative. 1.2 Increase the communication and the cooperation between the Sudanese Red Crescent Society and its partners through visits and reports.
2. The Federation representative and regional technical delegates have provided adequate facilitation and coaching to the national society leadership based on mutually agreed terms of reference and experiences from bilateral projects, as well as expertise from ICRC, bilateral partners and local consultants.	2.1 The national society is benefiting from an effective coordination of all multilateral and bilateral support. 2.2 Available resources are effectively used. 2.3 Terms of reference agreed	2.1 Donor-driven approach by partner national societies in the implementation of bilateral projects. 2.2 Availability of technical support from the regional delegation	2.1 Prepare and update the new development strategy, policies and other documents based on experiences from bilateral projects and expertise from ICRC, bilateral partners and local consultants. 2.2 Provide technical support as requested by the national society by programmes' delegates.

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
3. Partnership meeting is organized annually for the national society and its partners, especially Participating national societies and African sister societies in the region.	3.1 Partnership meetings and other contacts with the national society are contributing to further development of Sudanese Red Crescent	3.1 Availability of funding 3.2 Commitment from all partners	3.1 Organise annual partnership meeting with the Federation technical support. 3.2 Appeal for necessary funding.
4.1 Appeals and updates are timely transmitted to Regional delegation and all partners. 4.2 Number of reports 4.3 Increased funding to national society activities.		4.1 Capacity of national society staff 4.2 Understanding of procedures and respect of formats	4.1 Prepare annual as well as emergency appeals with the Federation support 4.2 Train local staff to respect formats and deadlines

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## Effective Representation and Advocacy

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### Background and achievements/lessons learned to date

Currently, there are a number of International governmental and non-governmental organizations as well as United Nations agencies working in Sudan with a variety of projects in the field of humanitarian services. The Sudanese government has appointed the Humanitarian Aid Commission (HAC) as the coordinating body for all interventions. The Federation representative needs to play an increasingly active role in the international arena to attend meetings and information sessions with senior government officials, other non-governmental organizations and diplomatic staff and United Nations agencies' representatives. In particular there is a need to nurture more partnerships and understanding about the secretariat's key involvement in HIV/AIDS and health and care at the community level, especially in the implementation of global programmes in the country and providing manpower support to immunization campaigns by deploying volunteers. This will be an important element of the Federation representative's responsibilities during 2004 in an effort to gain wide acceptance, co-operation and cohesiveness of approach amongst the various players.

With respect to advocacy relating the disaster management it is important to note that during the Kassala floods, the Federation and the Sudanese Red Crescent were very proactive in attending meetings with senior government officials, United Nations agencies and Non Governmental Organizations. This proved to be extremely useful in demonstrating the ability and effectiveness of the Federation and its partners in responding to disasters and served to heighten the reputation and credibility of the national society who assumed the lead role on behalf of the government for this operation. However, more work is required in advocating the role of the national society to target the most vulnerable population during times of crisis. Within Sudan, a concerted effort will be made to sensitize government officials, community leaders and other non-governmental organizations on the Movement's mandate in this regard.

In 2003, peace negotiations between the Sudanese government and the rebel group have been very positive and it is anticipated that a peace agreement will be in place by the end of the year 2003. This will create a significant need for advocacy on behalf of peace and understanding by the people of Sudan to

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achieve and maintain an ongoing and peaceful co-existence. Advocacy for the peace process would be a natural extension of the current Sudanese Red Crescent mandate to promote humanitarian values through dissemination of the Red Cross and Red Crescent Principles. The Sudanese Red Crescent is therefore prepared to play a key role to help facilitate the peace process in Sudan and will be discussing with the relevant authorities the appropriate ways of using its significant volunteer network throughout the country for this purpose.

**Goal: Connectivity and knowledge between the national and international stakeholders in Sudan have increased and resulted in better synergy and impact of interventions. All the players have a good knowledge about the role of each component of the Red Cross and Red Crescent Movement in Sudan, and about the capacity and the network of the national society.**

**Objective: The cooperation between the various components of the Red Cross and Red Crescent Movement working in Sudan and the other actors in the field of humanitarian intervention in Sudan benefits the vulnerable people and contributes to the improvement of the services provided as well as to the rational use of available resources.**

**Expected Results**

1. Communication and cooperation between the Sudanese Red Crescent and all humanitarian actors working in Sudan has improved by being an active partner in coordination meetings and planning processes.
2. Stronger contacts have been established with central and local authorities as well as with the diplomatic corps.
3. External stakeholders like United Nations agencies, non-governmental organizations, and government agencies, supporting the national society are regularly informed about the progress of the programmes' implementation and service delivery.

<b>Expected results</b>	<b>Indicators to measure results</b>	<b>Risks / Assumptions</b>	<b>Activities planned to meet results</b>
1. Communication and cooperation between the Sudanese Red Crescent and all humanitarian actors working in Sudan have improved by being an active partner in coordination meetings and planning processes.	1.1 Sudanese Red Crescent is considered as a key partner in the planning, the coordination and the implementation activities by the other actors in the field of humanitarian services 1.2 The national society invited to coordination meetings and its opinion is sought and respected.	1.1 Capacity of the national society leadership in advocacy 1.2 Availability of technical support in advocacy, planning, and external relations	1.1 Encourage Sudanese Red Crescent to develop a strategy for widest possible cooperation with other partners. 1.2 Select partners to develop privileged relationships 1.3 Participate in humanitarian coordination meetings and take active facilitator role.

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
2. Stronger contacts have been established with central and local authorities as well as with the diplomatic corps	2.1 Authorities of the country are frequently calling on the Sudanese Red Crescent to contribute and/or intervene, in particular on community level. 2.2 Funds are donated by the diplomatic corps for specific interventions. 1.3 Credibility of the national society.	2.1 Capacity of the national society leadership	2.1 Take initiative to establish regular contact with the central and local authorities as well as with the diplomatic corps with the support of the Federation representative. 2.2 Share position papers of the Movement and speak out on humanitarian advocacy issues.
3. External stakeholders like United Nations agencies, Non Governmental Organizations, and government agencies, supporting the national society are regularly informed about the progress of the programmes' implementation and service delivery.	3.1 Full transparency and accountability have contributed to increase confidence and extend support from external partners. 3.2 Level of funds or technical support donated by United Nations agencies and other donors to specific projects. 3.3 Number of contacts with external stakeholders.	3.1 Too heavy involvement from partners outside the Red Cross and Red Crescent Movement might divert the national society from its overall mission. 3.2 Capacity of the national society leadership	3.1 Increase the relationship with external stakeholders to attract their support to national society programmes. 3.2 Share reports to external partners on the programmes' implementation and the service delivery.

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## Delegation Management

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### Background and achievements/lessons learned to date

The plan of action that is expected to be implemented over the coming years will require substantial input, commitment and support from international partners as well as the involvement of local communities. The delegation office in Khartoum has undergone significant downsizing over the past several years but the Federation will maintain its coordination and liaison role through its representative office based in Khartoum with nine local staff members. In addition, there is a Federation drought programme coordinator located in Port Sudan to oversee the operation in the Red Sea State.

This Appeal contemplates several major projects in organizational development and capacity building including implementation of a reform programme and a master training plan. These will almost certainly require expertise from within the regional delegation and/or highly qualified consultants. The delegation will continue to receive strong support from the regional delegation and continental support structures located in Nairobi. The main areas of assistance needed are in the field of:

- Project and programme preparation, monitoring, reporting and evaluation.

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- Organizational development
- Disaster preparedness and response planning.
- Budgeting, financial management, reporting procedures and tools to meet the specific requirements of the national society's partners as well as to meet its national accountability criteria.
- Information and communication with the objective of strengthening the information capacity of the Sudanese Red Crescent staff to be able to publish information bulletins, press release and other materials aiming at building up the image of the society.

In the spirit of the **Seville Agreement** and the **Ouagadougou Declaration**, the Federation representative will seek out all available Red Cross and Red Crescent capacities and resources from partner national societies in and out of the region to contribute to the development of the Sudanese Red Crescent with their expertise in specific areas.

In 2004, the Federation presence in Sudan will consist of a Federation representative and a technical delegate for the drought operation in Red Sea State to provide the support to the national society to implement its programmes and to facilitate further development of the Sudanese Red Crescent. With the various challenges faced by the national society, there is still a need to maintain for at least one year the presence of the representative office in Khartoum.

Meanwhile, as part of the global change strategy of the Federation, the new decentralised field structure will start to be implemented for the Horn of Africa in 2004 and the current structure and reporting lines will change. A regional office for the Horn of Africa sub-region will be based in Khartoum, Sudan and the new head of sub-regional office will, in the future, co-ordinate and facilitate the Federation support to five national societies, including Djibouti, Eritrea, Ethiopia, Somalia and Sudan. The main functions of the regional office for the Horn of Africa will be to:

- Secure provision of required assistance to national societies
- Assist the senior management of national societies in coordination and management of assistance
- Promote and facilitate regional co-operation

The planned installation of the Horn of Africa sub-region will be developed step-by-step in consultation with each national society and in close coordination with the Federation representative to ensure the most appropriate transition mechanism. The timing of this transmission from one phase to the next is relatively flexible for Sudan and can be adjusted depending on external factors and national society needs.

**Goal: The Federation structure is streamlined to more effectively support the implementation of the foregoing objectives.**

**Objective: To maintain an efficient, flexible and service oriented infrastructure coordinated with all partners.**

### **Expected Results**

1. The Federation is effectively and smoothly managing programmes in Sudan.
2. The direct monitoring of the Sudanese Red Crescent support from the Federation representative to the head of sub-region for Horn of Africa is initiated and planned in 2004 and effectively implemented by the end of 2005.

<b>Expected results</b>	<b>Indicators to measure results</b>	<b>Risks / Assumptions</b>	<b>Activities planned to meet results</b>
1. The Federation representative is effectively and smoothly managing the programme in Sudan.	1.1 Sudan is fully managed by the Federation representative 1.2 Federation and Sudanese Red Crescent are satisfied with the process and the results.	1.1 Effective implementation of the reform programme 1.2 Commitment of the leadership 1.3 Available funding	1.1 Manage effectively and efficiently the office delegates, finances, fundraising and reporting. 1.2 Link regularly with the regional delegations technical services support
2. The direct monitoring of the Sudanese Red Crescent support from the Federation representative to the Head of Sub-Region for Horn of Africa is initiated and planned in 2004 and effectively implemented by end of 2005.	2.1 The hand over process is monitored through a detailed and agreed plan. 2.2 Federation and Sudanese Red Crescent are satisfied with the process and the results.	2.1. Delays in implementing the reform plan 2.2 Correct understanding of the process and the objectives by all stakeholders	2.1 Understand the sub-region concept and prepare integration of Sudan in the Horn of Africa plan in consultation with all stakeholders. 2.2 Develop a hand over plan between the Federation Representative and the head of sub-region for Horn of Africa.

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**For further information please contact:**

- *Omer Osman Mahamoud, Secretary General, Sudanese Red Crescent Society, Khartoum; Email [srcs@sudanet.org](mailto:srcs@sudanet.org); Phone 249 11 784889; Fax 249 11 772877*
- *Ken Baker, Federation Head of Sudan Delegation, Khartoum; Email [ifrcsd02@ifrc.org](mailto:ifrcsd02@ifrc.org); Phone 249 11 277 10 33; Fax 249 11 277 04 84*
- *Josse Gillijns, Federation Regional Officer, Geneva; Email [josse.gillijns@ifrc.org](mailto:josse.gillijns@ifrc.org) ; Phone 41 22 730 42 24 ; Fax 41 22 733 03 95*

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# BUDGET 2004

## PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.06/2004

Name: Sudan

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
<b>SUPPLIES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	38,100	0	38,100
Computers & telecom	0	0	0	0	0	0	0
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
<b>CAPITAL EXPENSES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38,100</b>	<b>0</b>	<b>38,100</b>
Warehouse & Distribution	0	100,000	0	0	0	0	100,000
Transport & Vehicules	0	0	0	0	12,000	0	12,000
<b>TRANSPORT &amp; STORAGE</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>112,000</b>
Programme Support	33,339	63,123	0	45,439	26,799	0	168,700
<b>PROGRAMME SUPPORT</b>	<b>33,339</b>	<b>63,123</b>	<b>0</b>	<b>45,439</b>	<b>26,799</b>	<b>0</b>	<b>168,700</b>
Personnel-delegates	0	0	0	0	144,000	0	144,000
Personnel-national staff	0	0	0	160,000	72,000	0	232,000
Consultants	0	0	0	11,100	10,000	0	21,100
<b>PERSONNEL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>171,100</b>	<b>226,000</b>	<b>0</b>	<b>397,100</b>
W/shops & Training	449,212	796,000	0	436,000	0	0	1,681,212
<b>WORKSHOPS &amp; TRAINING</b>	<b>449,212</b>	<b>796,000</b>	<b>0</b>	<b>436,000</b>	<b>0</b>	<b>0</b>	<b>1,681,212</b>
Travel & related expenses	0	2,000	0	22,818	20,000	0	44,818
Information	30,360	10,000	0	23,100	0	0	63,460
Other General costs	0	0	0	600	89,400	0	89,999
<b>GENERAL EXPENSES</b>	<b>30,360</b>	<b>12,000</b>	<b>0</b>	<b>46,518</b>	<b>109,400</b>	<b>0</b>	<b>198,277</b>
<b>TOTAL BUDGET:</b>	<b>512,911</b>	<b>971,123</b>	<b>0</b>	<b>699,057</b>	<b>412,299</b>	<b>0</b>	<b>2,595,390</b>