

Revised Plan 2011



International Federation
of Red Cross and Red Crescent Societies

SUDAN

Executive Summary

Sudanese Red Crescent Society (SRCS) as a leading national community-based organization has an important role to play in alleviating the human suffering of hundreds of thousands of people in Sudan. This year, the Parliament of Sudan approved SRCS Act which well positions the National Society to lead in the local humanitarian work. The SRCS is committed to contribute to the International Federation of the Red Cross and Red Crescent Societies (IFRC) 's [Strategy 2020](#) and to meet the objectives of the [Johannesburg Commitments](#), signed at the 7th Pan African Conference held in Johannesburg under the theme 'Together for Action in Africa', and attended by representatives from all African National Societies. The Africa National Societies leadership re-affirmed their commitment to the development in Africa. The theme "Together for action in Africa" underscores a renewed focus on capacity-building including infrastructural development for addressing challenges at national, regional and local levels. The priority areas for African National Societies, have advised the IFRC secretariat in modelling its membership support programmes.



In February 2009 at a coordination meeting held in Nairobi, the level of IFRC presence in Sudan was reviewed. The partners agreed to scale-down the size of the country representation office which resulted in decreasing the number of IFRC staff from 19 to 3 delegates. The IFRC Country Representation, through its membership service mandate concentrates coordination, representation, facilitation, humanitarian diplomacy, whilst the in-country Partner National Societies (PNS) focus on supporting programmes.

The IFRC supported FACT team and the high level-follow-up mission that conducted a capacity assessment middle of 2009 after expulsion of 13 NGOs, came up with following recommendations SRCS humanitarian action in Sudan:

- attention to be given to the whole of Sudan and shift focus from the ad hoc gap in Darfur to vital, uncovered essential needs in selected at-risk areas in Sudan such as parts of the South, the Transitional States, the East;
- assist SRCS in becoming a strong National Society with a strong foundation, strong leadership and professional overall management, modern volunteer management and the necessary capacity to plan, prepare and implement on a very large scale;
- assist SRCS in strengthening emergency response in region of Darfur.

One of the priorities identified by SRCS is contributing to the reduction of vulnerability induced by epidemics, natural disaster and politically unstable environment. As a community-based organization, the SRCS envisages achieving tangible results in development through strengthening local capacities to prepare for, cope with and respond to disasters.

The first nationwide elections for Sudan took place in April 2010 and were characterised by political tensions. The SRCS had carried out a rapid analysis of capacity and preparedness with support of the IFRC disaster relief emergency fund (DREF). The National Society operation was guided by a contingency plan with measures to respond to possible civil unrest related to the elections.

For the rest of 2010, Sudan is preparing for a referendum on southern independence scheduled for January 2011 as mandated by the 2005 Comprehensive Peace Accord (CPA). Indications suggest that the vote may be in favour of separation. Although an explosion of full scale north-south war is not inevitable, the risk of new outbreaks of conflict in hotspot areas is possible. SRCS is seeking support from the IFRC in terms of human and financial resource for the contingency planning for the civil unrest that could erupt during the referendum.

As part of the National Society development programme, the IFRC will support the on-going reform process in the SRCS. The areas prioritized for the IFRC support include; strengthening south secretariat according to the different scenarios presented for future development, branch development (improving governance and management functions in branches in the south); strengthening programme planning, monitoring, evaluation and reporting functions; modernizing financial accounting and; strengthening human resource management and reinforcing the role of youth in SRCS as well as basic values and attitudes towards volunteering. In addition the support will be provided in the development of resource mobilisation strategy.

The national community health volunteer programme (NCHVP) piloted in 2007 has become the backbone of the SRCS health and care work. The technical committee is providing the direction on community mobilisation and establishment of functional links between volunteers and local health facilities. A fulltime volunteer coordinator (focal point for volunteer management) has been appointed at headquarter level, and will be focusing initially on developing a volunteers monitoring database.

Through all its programmes, the SRCS will attempt to influence the behaviour of the people it works with to reduce any form of discrimination on the basis of nationality, race, gender, religious beliefs, class or political opinions. Sessions on the Movement's Fundamental Principles, as well as messages on diversity and non-discrimination will be incorporated in all training initiatives for staff, volunteers, community members and their leaders.

The total 2011 budget is CHF 5,016,546

[<Click here to go directly to the attached summary budgets of the plan>](#)

Country Context

Hundreds of thousands of people in Sudan live in utter deprivation without access to safe drinking water, food, health care, education and a decent shelter. Most of the country's 36.2 million people survive on less than one US dollar a day. Life expectancy at birth is 61 years for women and 59 for men (WHO, 2006). More than half of the women in Sudan are illiterate, as are three out of ten men. Despite efforts that have increased the number of children receiving basic education, many remain out of school. One in twelve mothers is at risk of dying of maternal causes. Infant mortality rate is 91 per 1,000 live born babies and one out of four children never reaches the age of five years of age. In some areas the immunisation coverage is close to only ten per cent.

High levels of poverty, combined with insecurity, population displacement, and disruption of social services have increased the population's vulnerability to the risk of diseases. Since the diagnosis of the first AIDS case in 1986 there are an estimated 320,000 people living with HIV (PLHIV) in Sudan. The current prevalence rate stands at 1.4 per cent with the population aged 15-40 years being the most affected group. The number of women aged over 15 years living with HIV is 170,000 while it is estimated that there are 25,000 children aged (0-14) living with HIV and AIDS.

The estimated number of deaths due to AIDS in 2008 was 25,000 (UNAIDS, 2008). The epidemiology of the HIV and AIDS epidemic in the Sudan is influenced by cultural and socio-economic factors and knowledge regarding personal protection against HIV and STI is generally low. The long standing conflict has also seen a rising incidence of sexual and gender-based violence.

Table 1: Sudan's National Human development Indicators

Indicators	2009
Population (millions)	36.2
Under-five mortality rate (per 1,000 live births)	152.84
Life expectancy at birth (years)	57.9
Adult literacy rate (% ages 15 and older)	60.9
Combined primary, secondary and tertiary gross enrolment ratio (%)	39.9
GDP per capita (PPP US\$)	2,086
Human Poverty Index (HPI-1)	34.0
People without access to an improved water source (%)	30
Children underweight for age(% ages 0-5)	41
Infant mortality	81 per 1000 live born
Adult literacy rate (% ages 15 and older)	60.9
Combined primary, secondary and tertiary gross enrolment ratio (%)	39.9

Source: United Nations Development Programme (UNDP) Human Development Report 2009

Sudan continues enduring excessive burden of communicable diseases such as malaria, tuberculosis, hepatitis, vaccine-preventable diseases, and neglected tropical diseases and the emerging problems of non-communicable disease and HIV and AIDS. Other issues of concern include high maternal and child mortality as well as widespread malnutrition. Furthermore, the country is prone to natural disasters such as floods and droughts which are aggravated by climate change. The natural disaster have over the years caused damage and disruption to infrastructure, including the health system, induced epidemics, caused suffering through displacement, loss of shelter, food assets and income; thus posing a greater demand on the already weak and disrupted health system (Source: WHO Communicable Disease Surveillance and Response – 2008)

According to WFP, the number of people in Southern Sudan in need of food aid has quadrupled to about 4.3 million in 2010 from 2009 because of civil unrest and drought. Climate change poses devastating challenges to Sudan's development priorities in agriculture, forestry, water resource management and health. According to the recent United National Environment Programme (UNEP) report, "an estimated 50 to 200 km southward shift of the boundary between semi-desert and desert has occurred since rainfall and vegetation records were first held in the 1930s. This boundary is expected to continue to move southwards due to declining precipitation. The remaining semi-desert and low rainfall savannah which represent some 25 per cent of Sudan's agricultural land are at considerable risk of further desertification. This is forecast to lead to a significant drop (approximately 20 percent) in food production."

In southern Sudan, the number of incidents of inter-tribal conflicts reached 70 separate incidents in the first two months of 2010 alone compared to 102 incidents in 2009. In May 2010, nearly 600 people died in rebel and tribal fighting in Sudan's Darfur region, the bloodiest month that the territory has seen in more than two years. There are growing fears that the entire peace accord that has kept an edgy calm between north and south for the past three years could dissolve in disturbances especially as the country prepares for the referendum in 2011.

Encouraging though is that national resources are increasingly being committed to the development in the health sector. The Medium Term Expenditure Framework (2008-2011) visualizes enhancing public expenditure on health from the current 1.5 per cent of GDP to 2.15 per cent of GDP by 2011. In addition the federal system in place and decentralization provides another window of opportunity. Greater availability of resources complemented with authority for decision-making at state and locality level will enhance efficiency and better service delivery.

National Society priorities and current work with partners

The SRCS direction and priorities are guided by its strategic plan which was developed in response to the humanitarian situation in the country. The structure of the programmes also subscribes to Strategy 2020 and the commitments outlined in the Johannesburg commitment of 2008.

Health and Care Programme

The activities for health and care are directed by the NCHVP, which was first piloted in 2007 as the anchor of the health care programme components. Through the NCHVP, SRCS attempts to strengthen local capacities to respond to the most common health issues through the following components;

- *Community-based First Aid (CBFA)*: Increase awareness and provide basic First Aid;
- *Communicable disease prevention and surveillance*: focusing on malaria prevention and vaccination;
- *Public health in emergencies*: focusing on creating and training emergency response teams
- *HIV and AIDS*: increasing HIV awareness, anti stigma and discrimination;
- *Hygiene, water and sanitation*: focusing on hygiene education.

In 2007, community mobilization started in ten of Sudan's 25 states. Consequently SRCS in 2011 plans to consolidate and expand the programme but not only in terms of geographic coverage, but directing attention to improving the quality of volunteer training and community-based work. The involvement of communities and establishment of links with existing health services will be a critical factor to success of the programme. SRCS will develop a coherent approach to volunteer management as well as cementing local community ownership of the programme. SRCS is currently in the process of establishing a volunteer database in order to enhance the management of volunteers.

Disaster Management

(a) Community-based disaster preparedness and response

Sudan is extremely vulnerable to various hazards that affect hundreds of thousands of people every year, yet local coping mechanisms are weak, undermined by poverty, chronic lack of basic services – health care, adequate sanitation, and safe water supply, recurring climatic shocks and related epidemics, as well as political instability within the country and its surrounding region, which has direct repercussions on lives in Sudan.

There are a number of international organisations operating in Sudan, yet very few have a grassroots presence to engage with the local communities and foster local capacities to prepare for, cope with and respond to disasters. Reducing vulnerability of the targeted communities to related epidemics is one of the top priorities for the SRCS. Through the community-based risk reduction activities started in 2008 in four states in the north, local hazards, risks and vulnerabilities were identified through community mobilization and active engagement of the community members and local authorities. Inefficiency and ineffectiveness of early warning systems that can trigger community action is seen as one crucial gap, which the SRCS will attempt to address. SRCS is uniquely placed to act at policy level and as an auxiliary to the Government of Sudan, advocates to government authorities develop and institute policies and ensures that mitigate impact of disasters. The SRCS is committed to pursuing this role vigorously in the coming years.

(b) Strengthening SRCS preparedness capacities in view of possible civil unrest and its effects

Given the history of the country and current political tension, there is a high risk of civil unrest during the referendum to be held January 2011. The unresolved problems include the demarcation of the borders between the north and south, sharing of mineral wealth especially oil and the Nile River water as well as the question of the future citizenships. In general, increased population movements (both voluntary and coerced) are expected after the referendum. Furthermore it is anticipated that hotspots (particularly in southern Sudan, the Transitional Areas and northern Sudan – including Darfur) flare up leading to new population displacement, possibly occurring simultaneously.

While it is uncertain as to what will happen, there are sufficient warning signs to suggest that SRCS must be prepared for civil unrest and sudden population movements. With assistance of IFRC, a process of comprehensive contingency planning is ongoing in order to guide response actions in case of an emergency in during the Referendum in January 2011. The National Society will as well prepare for different scenarios after the referendum results including possible separation and self-determination. The Red Crescent branches in the south and their volunteers have to strengthen capacity in First Aid activities, dissemination of Red Cross and Red Crescent principles and values, as well as the coordination with key stakeholders.

(c) Food Security

Sudan's current food-shortage is the result of a combination of inter-related problems that range from poverty, adverse weather patterns, population growth, environmental degradation, chronic lack of access to safe water and disease prevalence, to civil conflict and poor policy decisions. All dimensions of food security – availability, access and utilisation of food assets are affected. Female morbidity and mortality has a particularly dramatic impact on the family. A multi-sector approach is therefore required to address the underlying causes of the crises. It is also essential to build the capacity at community level to identify the problem and look into activities in order to prevent famine. Such capacity either does not exist or is not adequately utilized.

At the [5th Pan African](#) conference of African Red Cross and Red Crescent Societies held in Ouagadougou in 2000, the SRCS declared food security as its strategic priority for the first decade of the new millennium. At the [6th Pan African](#) conference in Algiers 2004, it reaffirmed this strategy to scale up longer term food security support to the vulnerable. The SRCS developed a plan in 2009, which outlines its vision and priorities for five years. The plan will be implemented in bilateral and/or multi-lateral partnerships. The programmes will adopt a multi-sector approach to link livelihoods development (agriculture/livestock) with health, education, water and sanitation strategies.

National Society Development

The SRCS, supported by IFRC and the PNS in Sudan embarked on an internal restructuring process that started in 2009 and continued into 2010. The aim of the restructuring process is to enhance capacity and systems towards better service delivery to the vulnerable people. In 2009, the number of staff at headquarters was reduced from 97 to 76 and in the second round in 2010 the number of staff was reduced from 76 to 61. In addition, SRCS downsized the departments and the headquarters from eight to three thus finance/administration, programmes and international cooperation and each department has several sections. SRCS strives to be relevant, efficient and responsive to local needs. A number of policies and internal guidelines have been adopted in the last couple of years including the finance policy, logistic policy and audit procedures.

(a) Branch development

SRCS will focus on strengthening active branches already with functional local committees, whilst focus remains in the south. SRCS sees it critical to enhance capacities of the long-existing branches which are at different levels of development; some are very strong with well established structures, systems, procedures, qualified staff and well motivated volunteers. Other branches are less dynamic with limited activities in their communities and need tailored support in the areas of governance (briefing of governance on SRCS policies, statutes, Red Cross Red Crescent Fundamental Principles); human resource management (including training for staff and volunteers), and programme planning, monitoring, evaluation and reporting. These branches have limited experience in cooperation with international partners and face institutional and programmatic constraints that impair the capability to function effectively and to deliver expanded programmes. In an effort to boost the capacities of the less developed branches, the SRCS encourages exchange visits. Quarterly meetings of SRCS branch directors will also contribute to improved management and facilitate exchange of experiences both vertically and horizontally within the SRCS.

(b) Financial management development

SRCS has been working toward improving financial management and with support of the IFRC has rolled out to all Red Crescent Branches the new financial software and training the new financial software system (Sage). However, not all branches are yet able to use the financial system and still do the accounting manually, which unfortunately often delay the implementation and reporting. In 2011 refresher trainings regarding financial management will continue. The plan is to use software that combines logistic and human resource management with the financial system (Sage). Training is needed to assist this initiative.

(c) Human Resource (HR) development

HR management is one of the critical areas the SRCS is attentive. The National Society will continue strengthening HR management capacities at all levels of the organisation. Focus will be on strengthening the dissemination of HR policy and development of a basic national training package for SRCS staff and volunteers. The basic training seeks to strengthen the core competencies (project planning and reporting skills) of SRCS personnel.

The National Society will also concentrate on developing a structural approach to the management of youth and volunteers. The SRCS plans to establish a youth and volunteer unit at the SRCS headquarters to provide guidance and support to SRCS technical departments and branches in the management and development of SRCS youth and volunteers at all levels.

(d) Developing planning, monitoring, evaluation and reporting (PMER) capacities

Investing into PMER capacity development is seen as one of the priorities by the SRCS and intends to achieve this through regular training and coaching. SRCS developed planning guidelines that have been disseminated to all active Branches which makes it a more consultative process. These PMER capacity development activities will be continued in 2011 on a needs basis, and closely supported by the IFRC Country Representation office.

Promotion of Principles and Values

With increasing tension and recourse to civil unrest, the SRCS is uniquely placed to champion the individual and community values, which encourage respect for other human beings and a willingness to work together in solving the problems. Through all its programmes, the SRCS will attempt to influence the behaviour change in order to reduce any form of discrimination on the basis of nationality, race, gender, religious beliefs, class or political opinions.

Working with Partners

SRCS acts as auxiliary to the Sudanese authorities work in collaboration with various government ministries agencies at federal and state levels. In conjunction with the Ministry of Health (MoH), SRCS carries out disease surveillance, community mobilization, and national vaccination and immunization awareness campaigns. The SRCS is regarded as a credible partner by the authorities for its achievements in disaster response and risk reduction initiatives.

SRCS is actively involved in all coordination fora at national and state levels. It maintains a regular contact with Humanitarian Aid Commission (HAC) of the Ministry of Humanitarian Affairs, the agency that leads humanitarian efforts on behalf of the Government of Sudan, and Ministry of Internal Affairs that takes lead during disasters.

International Cooperation Policy, approved by the SRCS central committee in December 2007, guides the SRCS relations with its partners within and outside the Movement. In addition to taking part in UN-led interagency task force meetings, the National Society has a functional partnership with UN Joint Logistics Centre (UNJL) and UNICEF. In partnership with the WFP, the SRCS distributes food in Darfur and Kassala states and partners with UNICEF water and sanitation projects.

A memorandum of understanding on the respective roles and responsibilities and Movement coordination is signed between SRCS, ICRC and IFRC. The seven PNS signed the declaration as to the memorandum of understanding: Austrian, Finnish, German, Norwegian, Spanish, Swedish and Swiss Red Cross. SRCS seeks an increased engagement of the PNS in capacity building of the National Society. PNS are encouraged to invest resources - technical, material or financial – into strengthening capacities of the SRCS. SRCS has a committed leadership committed to transforming the Society into a credible, efficient and effective organization. The leadership has embarked on an important reform process and it needs resources and support which has not been forthcoming in the past.

Secretariat supported programmes in 2011

Disaster Management

The Disaster Management programme budget is CHF 2,091,941.

a) The purpose and components of the programme

Programme purpose¹	
Save lives, protect livelihoods, and strengthen recovery from disaster and crises	
Programme component 1: SRCS institutional disaster preparedness and response	
Outcome 1	A Pan-Sudan contingency plan exists to respond to political violence and conflict during and after the referendum and to strengthen disaster preparedness capacity in an effective and efficient manner.
Programme component 2: Community awareness of risks of hazards/mitigation effects	
Outcome 1	At least 80 per cent of the respondents in the target communities can correctly identify risks (including transmission of water-borne diseases).
Outcome 2	Communities can recognize and respond to early warning messages.
Outcome 3	Each targeted community initiates an advocacy campaign/puts forward a proposal for a risk mitigation project to their authorities.
Programme component 3: Community preparedness/coping/response capacity	
Outcome 1	Tailored disaster contingency plans are drafted.
Outcome 2	In all targeted areas, community-based action teams are strengthened in basic disaster management disciplines.
Outcome 3	Disaster response operations carried out show that agreed standard operating procedures (SOP) and coordination have been respected by all targeted communities.

b) Potential risks and challenges

Preparedness save lives, reduce risks and mitigate suffering caused by disasters, yet mobilizing resources for preparedness has been a challenge in Sudan. Although the IFRC's 2009 Khartoum Floods appeal for Sudan was only 25 per cent covered, partners supported the SRCS in the preparations for elections. The IFRC continues encouraging partners to increase their support on SRCS disaster preparedness and in delivering quality and timely services to the most vulnerable people. Focus will be on understudying, supporting and enhancing local coping strategies in order to save more lives. For the success of the disaster management programme, it is crucial to ensure that key local stakeholders including decision makers are engaged in the process. Continuous dialogue with the local communities, community leaders and representatives of ministerial agencies at grassroots level will be maintained to indicate the benefits of increased local ownership and more active participation.

¹ In this plan, 'purpose' is defined as 'the publicly stated objectives of the development programme or project'. Source: OECD-DAC glossary.

The availability of local resources to implement disaster preparedness interventions in the target communities is equally crucial. Experience shows that in general people are willing to contribute if they see the benefit and have the ownership of the project. Careful facilitation of the process will be important to gain trust and to prompt action by the communities themselves.

Another risk is posed by the political situation in the country and the surrounding region that destabilizes and disrupts programme implementation. Continuous monitoring of the developments will be necessary as well as the periodically reviewing the security guidelines and rules to ensure all staff members are well informed about the procedures.

Health and Care

The health and care programme budget is CHF 1,089,823.

a) The purpose and components of the programme

Programme purpose	
To improve basic health needs of the most vulnerable communities in the target area.	
Programme component: National Community Health Volunteer Programme	
Outcome 1	Community members are able to carry out basic First Aid to address minor common illnesses at household level.
Outcome 2	Increased awareness amongst the target communities on prevention and control of communicable diseases.
Outcome 3	Communities have capacity to provide basic health care prevention and control measures during large scale emergencies/ and able to mitigate and respond to communicable disease outbreaks.
Outcome 4	Reduction on stigma and discrimination on people living with HIV and AIDS in the community,
Outcome 5	Community more involved in their own environmental hygiene and sanitation.

b) Potential risks and challenges

Poor donor response has constrained the SRCS efforts on developing the health and care programme. Although the National Society has established an operation alliance on health, the response of partners has been very slow. The PNS are encouraged to join the operational alliance, which sets the SRCS long-term vision on where the National Society sees its role in addressing health related problems in Sudan. An increased donor engagement and shared approach is required to make a sustainable and tangible impact. It has also been a challenge to roll out the health and care programme in the south due to the poor operating environment; at the same time as Red Crescent Branches are in need of strengthened absorption capacity.

National Society Development

The National Society Development programme budget is CHF 868,587.

a) The purpose and components of the programme

Programme purpose	
Strengthen capacity of the SRCS to address the most urgent situations of vulnerability.	
Programme component 1: SRCS grassroots units and service development	
Outcome 1	SRCS will update their strategy in 2011.
Outcome 2	Ten selected branches have strengthened their governance and management functions to support more effectively services aimed at alleviating suffering of the vulnerable.
Programme component 2: SRCS programme development and management capacity	
Outcome 1	Effectiveness and efficiency of SRCS programmes improved through improved planning, monitoring, evaluation and reporting.

Programme component 1: SRCS systems, procedures and staff sustainability	
Outcome 1	SRCS financial management capacities have improved by strengthening the newly introduced computer-based accounting system.
Outcome 2	SRCS human management capacities have improved through a more structured approach to staff members and volunteer development, essential to the effectiveness and efficiency of service delivery to the vulnerable.

b) Potential risks and challenges

Despite the technical support provided by the IFRC Country Representation, the lack of funding support has compromised the National Society's ability to champion National Society Development initiatives. However, the 2010/2011 plans assume an increased engagement of sister National Societies to achieve some tangible results. It is also assumed the SRCS leadership remains committed to pursue the reform process that started in 2009.

Principles and Values

The Principles and Values budget is CHF 139,144.

a) The purpose and components of the programme

Programme purpose	
Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.	

Programme component: Promotion of Fundamental Principles and Humanitarian Values	
Outcome 1	SRCS volunteers and staff act on the basis of the Fundamental Principles in their work with vulnerable people in times of peace or disaster.
Outcome 2	Discrimination on the basis of nationality, race, gender, religious beliefs, class or political opinions decreased at all levels of the SRCS and in the population served by the National Society.

b) Potential risks and challenges

In the face of life-threatening needs, there is a risk the promotion of the Fundamental Principles will not receive adequate donor attention. Sessions on the Movement's Fundamental Principles, as well as messages on diversity and non-discrimination will, therefore, be incorporated in all training initiatives under disaster management and National Society Development, health and care programmes.

Role of the secretariat

The budget for the Secretariat's support role is CHF 827,051.

The programmes presented in this plan will be implemented by the SRCS through its country-wide network of branches and volunteers. The role of the IFRC Secretariat is to help mobilize financial and technical resources required to enable the SRCS to achieve the set objectives. The IFRC Country Representation in Sudan cannot exist without the commitment of its partners the PNS.

a) Programme support

At the last General Assembly, the IFRC secretary general expressed his desire to see the integration of IFRC Representation offices and technical support within the National Society functional structures. The level of National Society development, and an understanding of the roles of the various actor would be critical to the implementation of the integration strategy, thus it is fundamental for the secretariat to prepare the National Society and ensure the availability of resources. The support from the secretariat should seek to empower the National Society to be able to coordinate and provide support functions. There should be flexibility for the front line team to fall back to another level in situations where the expertise is not available.

The main role for the secretariat will be representation, facilitation and coordination as discussed in the Nairobi meetings in February 2009. Technical support will be given to the prior described programmes and to the PNS's which have no representation in the country. The IFRC structure in Sudan was decreased in 2009 in order to reduce administrative related costs (staff support and vehicle maintenance). The measure was necessary to increase efficiency of the Secretariat's engagement. The set up for Khartoum is: one Country Representative: to represent the Movement at in-country fora and engage at policy/strategy level coordination and a programme coordinator to support SRCS in coordinating programmes; five support national staff (finance manager, administration/support officer, finance assistant, secretary and a driver). The set-up for South Sudan is: a South Sudan IFRC representative to represent the Movement at in-country fora and support SRCS in coordination programmes in South Sudan; three support national staff (finance manager, administration/support officer and a driver).

b) Partnership development and coordination

The IFRC will continue assisting the SRCS in forging strategic partnerships and improving coordination within as well as outside of the Red Cross Red Crescent Movement. The SRCS is exploring non-traditional cooperation opportunities (e.g. private donors and businesses) to diversify its funding source. The IFRC Secretariat will support the SRCS in identifying and pro-actively pursuing such opportunities.

To ensure a constructive approach to cooperation the following levels are applied:

- Level 1. Movement Platform as strategic level;
- Level 2. Movement Partnerships Task Force as operational level;
- Level 3. Technical Ad-Hoc Committees as technical level.

There are 14 PNS working bilaterally with the SRCS, whilst the ICRC has its largest operations in Sudan. Coordination of efforts and learning from each other's experiences is vital, thus the IFRC facilitates knowledge sharing, exchange of ideas and lesson learnt, identifies and promotes best practices. The IFRC also encourages an open and inclusive dialogue with stakeholders on achievements, constraints and needs, on SRCS role and capacities to address these needs, and priorities for the coming years. These discussions will help SRCS to reflect on approaches and choose the right path for the future.

The IFRC is a membership organization and depends on contributions from its member organizations. Since the country office in Sudan is not funded out of the core costs of the IFRC, the commitment and contribution from PNS's is critically needed. Underfunding or lack of commitment will have serious consequences for the whole country set up. The efficiency and effectiveness of the Secretariat hinges on the level of support it receives from its partners.

c) Representation and Advocacy

The Secretariat is offering service agreements to PNS working in Sudan. Services offered include administrative, technical and/or logistical support to projects implemented bilaterally with the SRCS. As the largest volunteer network in Sudan, makes SRCS well placed to engage with the most vulnerable communities, whilst also having access to policy makers. The Secretariat will encourage and support the SRCS in advocating on humanitarian needs of the most vulnerable through public statements, quiet diplomacy, and face-to-face discussions with decision makers.

Promoting gender equity and diversity

The SRCS encourages participation of both men and women in all its programmes to ensure that the social and biological differences between men and women are taken into account and dealt with in all core programmes. This is reflected in all SRCS strategy and policy documents. In some states, 65 per cent of SRCS volunteers are female. In other states, however, there are very few women working with the National Society. SRCS is striving to diversify its human resources and engage more women in all aspects of its work.

Quality, accountability and learning

To ensure its programmes are relevant, the SRCS encourages the full participation of the targeted population in both planning and implementation. Regular meetings with the target population will continue to evaluate appropriateness of the work undertaken.

The responsibility for day-to-day monitoring of the operation will be with the SRCS branches and units but supervised closely by their national headquarters to ensure appropriate accountability, transparency and financial management of the operations. The targeted states will be regularly visited by joint IFRC and SRCS monitoring teams. This will help in identifying and, where possible and necessary, resolving any problems.

The situation and progress in the field will be reported on through regular reports that provide necessary information in relation to: the progress of the operation; and any changes in the situation during the reporting period and challenges and/or unmet needs. The IFRC Secretariat will assist the National Society in meeting its narrative and financial reporting obligations to donors. Efforts will be made to disseminate programme achievements and lessons learned through various inter-agency coordination fora and media. Experience will be consistently documented using set criteria.

[click here to view the 2011 budget summary below](#)

How we work	
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: <ul style="list-style-type: none">• 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 plan, please contact:	
<ul style="list-style-type: none">• In Sudanese Red Crescent Society: Osman Gafer Abdalla, Secretary General; Email: srcs_sg@yahoo.com; phone +249.83.78.48.89• In Sudan: Dietrich Fischer, Federation Country Representative; Email: dietrich.fischer@ifrc.org; Phone +249.83.77.10.33• In IFRC Africa Zone: Dr Asha Mohammed, Head of Operations, Johannesburg, Email: asha.mohammed@ifrc.org, Phone: +27.11.303.9700, Fax: + 27.11.884.3809; +27.11.884.0230	
<i>For Resource Mobilization and Pledges enquiries</i>	
<ul style="list-style-type: none">• In IFRC Africa Zone: Ed Cooper; Resource Mobilization and Performance and Accountability Coordinator; Johannesburg; Email ed.cooper@ifrc.org; Phone: Tel: +27.11.303.9700; Fax: +27.11.884.3809; +27.11.884.0230	
<i>For Performance and Accountability (planning, monitoring, evaluation and reporting (enquiries):</i>	
<ul style="list-style-type: none">• In IFRC Africa Zone: Theresa Takavarasha; Performance and Accountability Manager, Johannesburg; Email: terrie.takavarasha@ifrc.org; Phone: Tel: +27.11.303.9700; Fax: +27.11.884.3809; +27.11.884.0230	

MAASD001 - Sudan

Budget 2011

Budget 2011

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	Total
Supplies	942,600	494,750				1,437,350
Land, vehicles & equipment	22,400	9,000	84,500			115,900
Transport & Storage	155,834	83,400	53,200		37,740	330,174
Personnel	284,730	135,720	322,465	20,000	587,953	1,350,868
Workshops & Training	515,000	221,188	239,000	70,000		1,045,188
General Expenditure	43,700	79,250	115,400	40,100	150,880	429,330
Depreciation						
Contributions & Transfers						
Programme Support Services	127,677	66,515	54,022	9,044	50,477	307,736
Contingency						
Total Budget 2011	2,091,941	1,089,823	868,587	139,144	827,051	5,016,546