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Long Term Planning Framework

IFRC Sudan Country Office 2012-2015

 International Federation
of Red Cross and Red Crescent Societies

As the complex humanitarian situation continues to unfold in Sudan, the Sudanese Red Crescent (SRCS) remains one of the main national institutions able to access vulnerable communities in most parts of the country. In 2011 this capacity has been called upon by both Movement and non-Movement partners to respond to a range of emergencies including the ongoing conflict in South Kordofan and Blue Nile States. In 2012 and beyond, SRCS, supported by the IFRC Sudan Country Office, will continue to play an important role in delivering humanitarian services and supporting other humanitarian actors to reach vulnerable communities across Sudan as the situation evolves.

Within its role of Representation and Coordination, the IFRC Country Office in Sudan will help strengthen SRCS capacity to take a lead role in delivering its humanitarian mandate by mobilizing resources around National Society Development, Disaster Risk Reduction (DRR) and strengthening community resilience through community-based Health and Care initiatives. A critical aspect of these efforts will be ensuring cross-cutting efforts in strengthening SRCS abilities to Plan, Monitor, Evaluate and Report on their humanitarian work. Required resources are estimated at CHF 20.9 M over the four year period.



Raising awareness on mine risk reduction in Kadugli, South Kordofan. Photo SRCS

1. Who are we?

The Sudan Country Office is part of the International Federation of Red Cross and Red Crescent Societies (IFRC) secretariat in the Africa Zone. Currently the IFRC Sudan Country Office is composed of 2 international staff: The Country Representative and Programme Coordinator, who are supported by 6 National Staff, comprising a Programme Assistant, Accountant, Account Assistant, Receptionist, Driver and Messenger. The office receives additional technical support from the IFRC East Africa Regional Representation. The Country Representative reports to the Africa Zone.

2. What is our mission?

The mission of the IFRC Sudan Country Office is to facilitate the work of the Red Cross and Red Crescent Movement in Sudan through knowledge sharing and building the capacities of the National Society to plan, coordinate, implement, monitor, evaluate and report on programmes in accordance with standards of good practice.

3. Where have we come from and what have we done so far?

As 2012 begins, Sudan remains very much in the focus of global humanitarian attention. Currently, 8 of the 15 States are experiencing humanitarian needs related to conflict, while the rest are exposed to vulnerabilities associated with floods and droughts. The list of priority needs includes North/South returns following the secession of South Sudan on 9 July 2011; continued sporadic violence in Darfur; armed conflict in the Protocol Areas; and drought and food insecurity in the eastern states.

In addressing these priorities, the consensus within the international community is that provision of humanitarian aid will be mainly through National Organizations such as the Sudanese Red Crescent.

The current approach and structure of support to SRC derives from prior reviews. In 2009, Movement partners met to discuss how best to reduce vulnerabilities in Sudan. The IFRC Country Office was mandated to maintain 3 key roles: Representation, Coordination and Facilitation of the Movement Partners in Sudan in favour of SRCS. This heralded a restructuring process that reduced staff from 12 expatriates to 2 International

Staff with support from 6 National staff. The following key actions were used to actualise the 3 main roles identified for the IFRC Country Office.

- The Country Office concentrated on coordination, facilitation and representation, putting corresponding structures in place (e.g. Task force, Platform Meeting and Technical Committees).
- A memorandum of understanding was signed with all Movement components in which the management principles and the framework of cooperation was agreed. The framework provided for a coordinated approach to different types of partnerships and did not preclude bilateral partnerships between SRCS and the PNS but it called upon all Movement partners seeking to engage in Sudan to work within the Coordination Framework and adapt their programming to the coordinated approach.
- Ownership by SRCS was strengthened and the work with vulnerable communities in areas where the SRCS can make a difference (CBDP; CBHC; Capacity Building) was scaled up.
- Technical and financial support were mobilised to support SRCS program management tools and procedures e.g. strategic plan, cooperation policy and standard program agreements ensured a constructive cooperation.
- Capacity building of SRCS, branch development and volunteer support were considered as cross cutting priorities in all SRCS/IFRC/PNS/ICRC work.

With this, the IFRC Country Office was able to cut down its core costs while maintaining crucial support to the SRCS in a more efficient and effective manner. However, the role and strategy of the Country Office was further determined by the separation of the 10 states which form the new nation of South Sudan. The IFRC Country Office mobilised resources and three Movement-wide meetings looked at how best to support SRCS efforts for a smooth transition and a coordinated approach in establishing a new National Society in the South and a restructured one in the North. The resulting action points, timelines and responsibilities were presented to a wide Movement audience, resulting in a structured agreement on how to support the two National Societies.



Teaching disaster risk reduction (DRR) in schools. Photo SRCS

Conclusions for the IFRC Sudan Country Office include:

- A lean and structured IFRC Country Office can continue to provide effective support to the SRCS
- The IFRC Country Office is best placed to provide Movement-wide support in Representation, Coordination and Facilitation of cross-cutting RC/RC work in Sudan
- Concrete opportunities exist to scale up the Country Office role through in-country resource mobilisation, subject to a long term commitment from within the Movement to cover core costs
- Supporting SRCS Planning, Monitoring, Evaluation and Reporting Processes is key to building its capacity to lead and coordinate Movement partners.

4. Who are our stakeholders?

The Sudanese Red Crescent Society (SRCS) remains the main stakeholder of the IFRC Sudan Country Office. The National Society's presence across all 15 states makes it the main conduit for reaching vulnerable communities. The IFRC Country Office will continue to advocate for and otherwise support the work of SRCS by actively engaging with internal and external partners to support the National Society's 2011-2020 strategy in a long-term sustainable manner.

Currently, in addition to the IFRC Country Office, there is an ICRC delegation, as well as 12 PNSs with in-country representation. Additionally, through pledges to programmes, another 4 PNSs support the SRCS Humanitarian efforts. The role of the IFRC Country Office is to facilitate, in a participatory and coordinated manner, a collective, Movement-wide approach in effectively meeting the humanitarian challenges facing Sudan, in a way that upholds Red Cross and Red Crescent principles and values.

As a renowned and credible worldwide institution, the IFRC Country Office will harness its global image to engage with the International Community, Foreign Missions as well as UN Agencies in favour of the SRCS work.

5. Where are we going and how are we going to get there?

During the period 2012-2015, the IFRC Sudan Country Office plans to support the SRCS in achieving the following outcomes, which are coherent with Business Line objectives at the organizational level and within the Africa Zone. Further details are provided in the attached annex.

Business Line 1: To raise humanitarian standards.

- The National Society has the capacity to monitor and analyse trends in humanitarian indicators and use the findings to inform their delivery of humanitarian services.
- Existence of agreed criteria for excellence by which the functioning of National Societies can be rated. This will be a model for an independently-validated Federation-wide peer review mechanism to benchmark National Societies and the Secretariat representation in Sudan.
- Professional qualifications and competences of National Society staff and volunteers at all levels are strengthened through mentorship, internship and a regional peer network. Opportunities are created for exchange, training, knowledge-sharing, and operational research based on accumulated Red Cross Red Crescent experience at country, regional, Zonal and Global levels.



Child friendly space in Kadugli, South Kordofan State.
Photo: SRCS

Business Line 2: To grow Red Cross Red Crescent services for vulnerable people

- The National Society has robust preparedness, response, and recovery capacities that also integrate risk reduction measures and enable them to deal predictably and effectively with anticipated disasters and crises.

Business Line 3: To strengthen the specific Red Cross Red Crescent contribution to development

- Leadership and institutional capacities of SRCS are systematically developed, promoting sustainability, coverage and quality of services.
- Longer-term programming is promoted in disaster prevention, mitigation and response.

Business Line 4: To heighten Red Cross Red Crescent influence and support for our work.

- The auxiliary partnership role of the National Society is strengthened in order to gain greater access and resources from the national and federal governments.
- The National Society resource mobilisation capacities and efforts are strengthened in order to inspire more reliable and significant contributions commensurate with the scope and scale of needs in Sudan.
- Ensure a strong positive projection of SRCS image, brand, and messaging that enables external partners to know the National Society better, trigger fuller utilisation of their potential and allow an expansion of access, space, and market share for Red Cross Red Crescent actions in Sudan through a concerted effort in coordination and networking with all Key Stakeholders.

Business Line 5: To deepen our tradition of togetherness through joint working and accountability

- A harmonious working relationship among Movement partners is updated and strengthened by sharing capacities and resources, and by building alliances and partnerships that maintain unity and achieve higher value from working together as a Movement.
- Existence of up to date effective management structures, that bring the IFRC Country Office closer to Movement Partners, and modernise key business processes that impact on cost effectiveness, efficiency, and accountability with priority to:
 - (a) Planning and budgeting;
 - (b) Human resources development.

- Implementation of a Federation-wide reporting system that fosters joint responsibility through mutual accountability and good governance at all levels, and better reflects the scope of Movement activities and expertise as the leading humanitarian actor.

6. What are some of the key risks/assumptions?

Achievement of these objectives faces challenges, principally in the form of security risks, and assumptions regarding leaner, more efficient institutional structures at both the IFRC and National Society levels.

Security: Sudan continues to experience insecurity incidents in what are referred to as the 3 protocol areas and in the Darfur States. Incidents range from tribal conflicts to clashes with security forces and criminal activities. Such incidents limit IFRC access to the field, and so pose risks to achieving our objectives. To overcome this, clear flexibility clauses in partnership agreements will be included to ensure alternative approaches to programme support as well as the possibility for funding reallocations to support emergency response activities. Furthermore, the IFRC Country Office will advocate for support in developing the communication infrastructure of the National Society branches and units in these areas, so as to share information even if personnel movements become restricted.



Mine risk reduction training Photo: SRCS

Institutional structures: In the last 5 years, the IFRC Country Office has downsized considerably. While such a structure reduces overheads to a minimum, it depends on adequate surge capacity being available in the event of escalating emergency or other significant changes in the operating environment. Accordingly, surge adjustments to the number of staff will be taken into account in development of project-specific plans of action.

Since 2009, the SRCS has undertaken a systematic restructuring process, which has seen a dramatic downscaling of staff at the National Office as well as a shift from a project based to a programme based approach. While there have been several benefits observed, chiefly in reduction of core costs, the process has had a clear negative impact in terms of the extra burden apportioned to remaining staff. This has meant the SRCS Coordination Team has had little time to engage in strategic discussions with its partners.

To address this, the IFRC Country Office will use its strategic presence to facilitate SRCS engagement both with Movement and external partners in identifying critical gaps in its management structure, proposing recommendations and support the mobilization of resources to implement recommendations.

7. How much will it cost?

	2012	2013	2014	2015	TOTAL
BL 1. Humanitarian Standards	1,727,856	800,000	850,000	720,000	4,097,856
BL 2. Disaster Management Services	1,000,180	1,600,000	1,210,000	1,331,000	5,141,180
BL 3. Sustainable Development	1,100,680	1,500,000	1,210,000	1,331,000	5,141,680
BL 4. Humanitarian Diplomacy	200,220	300,000	720,500	681,525	1,902,245
BL 5. Cooperation and Coordination	859,029	900,000	1,354,000	1,546,400	4,659,429
TOTAL	4,887,964	5,100,000	5,344,500	5,609,925	20,942,389

All amounts Swiss francs (CHF)

Annex

PROPOSED BUSINESS DIRECTION AND OUTPUTS FOR THE PERIOD COVERING 2012 TO 2015

Business lines	Expected outcomes / deliverables for Africa Zone	Expected outcomes / deliverables for Sudan	Expected outputs at Sudan level
<p>I. TO RAISE HUMANITARIAN STANDARDS</p>	<p>A Zone regional trend report on key humanitarian and development issues is developed and kept updated</p>	<p>1.1 Support the National Society to Monitor and Analyse trends in humanitarian indicators and to use findings to inform their Humanitarian Service Delivery</p>	<ul style="list-style-type: none"> • Enhance SRCS capacity to design interventions, mobilize resources, implement activities and report in accordance to established standards of good practice on their humanitarian work • SRCS programming is informed by emerging trends in Humanitarian needs
	<p>A databank of objectively-analysed National Society capacities is established that creates greater self-awareness of their profile at all levels, services, strengths, gaps, and their future potential for boosting their own development</p>	<p>1.2 Contribute to the development of agreed criteria for excellence by which the functioning of National Societies can be rated.</p>	<ul style="list-style-type: none"> • National Society has a criteria for excellence by which functional branches can be rated and apply the tested model in evaluating branches***
	<p>The professional qualifications and competences of staff and volunteers at all levels are strengthened through an international academic network</p>	<p>1.3 Strengthen the professional qualifications and competences of National Society staff and volunteers at all levels through mentorship, internship and a regional peer network by creating opportunity for exchange, training, knowledge</p>	<ul style="list-style-type: none"> • Sudanese RC is supported to establish linkages with learning institutions for operational research
<p>II. TO GROW RED CROSS RED CRESCENT SERVICES FOR VULNERABLE PEOPLE</p>	<p>Comprehensive technical assistance is provided to National Societies on community level disaster management programming, incorporating disaster risk reduction</p>	<p>2.1 Support the National Society to build robust essential preparedness, response, and recovery capacities that also integrate risk reduction measures and enable them to deal predictably and effectively with anticipated disasters and crises.</p>	<ul style="list-style-type: none"> • Increase Knowledge development and awareness among the selected branches and Communities (on causes, effects, people at risk & coping strategies) to the common and major Hazards. • Enhance capacity of SRCS, and community to identify, Assess and develop gender sensitive Disaster Management plans, to address common hazards • SRCS capacity to design and implement programmes to protect small scale

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Business lines	Expected outcomes / deliverables for Africa Zone	Expected outcomes / deliverables for Sudan	Expected outputs at Sudan level
			community infrastructure and livelihoods against disaster hazards
III. TO STRENGTHEN THE SPECIFIC RED CROSS RED CRESCENT CONTRIBUTION TO DEVELOPMENT	Strategy 2020 is rolled out throughout Africa, with support provided to National Societies for strategic planning based on S2020	3.1 With support of the country representation, a 2 year implementation plan for the SRCS Strategy 2011-2020 is in place SRCS implements programmes that contribute to achieving the aims of IFRC Strategy 2020 Development Agenda)	<ul style="list-style-type: none"> Increased capacity of targeted communities to address basic health and nutrition needs at house hold level and in emergencies Increased awareness in targeted communities of communicable disease prevention Communities have effective First Responders
IV. TO HEIGHTEN RED CROSS RED CRESCENT INFLUENCE AND SUPPORT FOR OUR WORK	National Societies are supported to adopt or amend NS legislation and further develop their auxiliary role, as well as promote and advocate for IDRL and risk reduction law	4.1 Support further the development of the auxiliary partnership role of the National Society to gain greater access and resources from the national governments.	<ul style="list-style-type: none"> SRCS auxiliary role is promoted through enhanced branding and public image SRCS takes a progressive leading role in sectoral coordination within the International Community IDRL guidelines are incorporated into country DP/DRR policies
	Resource mobilisation capacities of NS are scaled up, diversifying income sources and expanding partnerships	4.2 Support the development of the National Society resource mobilisation capacities and efforts to inspire more reliable contributions to the Red Cross Red Crescent, of magnitude that matches our size and reach in Sudan.	<ul style="list-style-type: none"> SRCS adaptive and innovative programme design results in new partnerships and domestically generated resources increased by 50%.
	National Societies are supported to develop competences and skills in promoting humanitarian diplomacy	4.3 Ensure a strong positive projection of our image, brand, and messaging that enables external partners to know us better, trigger fuller utilisation of our potential and allow an expansion of access, space, and market share for Red Cross Red Crescent actions in Sudan through a concerted effort in coordination and networking with all Key Stakeholders.	<ul style="list-style-type: none"> SRCS progressively engages with local corporate to promote its image and brand as the choice partner for Corporate Social Responsibility funds

Business lines	Expected outcomes / deliverables for Africa Zone	Expected outcomes / deliverables for Sudan	Expected outputs at Sudan level
V. TO DEEPEN OUR TRADITION OF TOGETHERNESS THROUGH JOINT WORKING AND ACCOUNTABILITY	Assistance is aligned among Movement components: National Societies (including PNS), ICRC and the Federation, to optimise the Movement's work and impact at country level	5.1 Update and strengthen harmonious working by sharing capacities and resources, and building alliances and partnerships that maintain unity and achieve higher value from our work together as a Movement.	<ul style="list-style-type: none"> Humanitarian assistance is aligned among Movement components: National Societies (including PNS), ICRC and the Federation, to optimise the Movement's work and impact at country level SRCS and Movement partners establish a new MoU and NS-led coordination platform
	International cooperation and coordination dialogue is enhanced through regular Africa Zone National Society leadership meetings, dialogue platform meetings and other National Society groupings and regional networks	5.2 Keep up to date effective management structures, that bring the IFRC Country Office closer to Movement Partners, and modernise key business processes that impact on cost effectiveness, efficiency, and accountability with priority to: (a) planning and budgeting; (b) human resources development.	<ul style="list-style-type: none"> NS actively participate in 3 regional network with support from the IFRC East regional representation
	National Societies increase the quality and impact of their programmes through sound programme management, including timely and quality planning, monitoring and reporting	5.3 Support the establishment of a Federation-wide planning and reporting system that fosters joint responsibility through mutual accountability and good governance at all levels, and shows partners, donors and the public that we are an effective, accountable, and trustworthy market leader.	<ul style="list-style-type: none"> SRCS is supported to establish a strong and effective PMER unit SRCS provides quality reports on time to all major donors with assistance of funded PMER

How we work

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

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

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

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

Find out more on www.ifrc.org

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