



South Sudan Annual Report

 International Federation
of Red Cross and Red Crescent Societies

MAASS001

28 April, 2015

**This report covers the
period 1 January to 31
December, 2014.**

*Cinema viewing on cholera and its effects
in Torit. Photo /South Sudan Red Cross*



Overview

The International Federation of Red Cross and Red Crescent Societies (IFRC) is guided by its Strategy 2020 which voices its collective vision and determination to move forward in tackling the major challenges that confront humanity in this decade. Its secretariat is organized into business groups, five decentralized zonal offices covering the globe and responsible for frontline delivery through National Societies backed by Geneva headquarters.

The South Sudan office reports to the Eastern Africa Regional Representation Office (EARRO) under the IFRC's Africa zone secretariat. As at April 2015 the office was staffed by a team of 8 staff, (6 national officers and 2 international staff). It is intended that the team will expand to 9 in the second half of 2015, with the recruitment of one additional international staff member.

A status agreement between the Government of the Republic of South Sudan and the IFRC has been in place since September 2013, which formally accords the South Sudan Office a distinct status as a humanitarian actor in South Sudan. However, some of the provisions of the agreement have yet to be implemented. The Federation is pursuing this matter with the Ministry of Foreign Affairs and International Cooperation. When the provisions of the agreement are fully implemented, there will be opportunities for Partner National Societies (PNS) to engage with the IFRC through service and integration agreement mechanisms.

Working in partnership

The IFRC's primary stakeholder in South Sudan is the South Sudan Red Cross (SSRC), which came into existence in July 2011, having formerly operated as the Southern Secretariat of the Sudanese Red Crescent. In July 2013 the SSRC was recognised as a national society by the International Committee of the Red Cross (ICRC) and received formal membership into the IFRC as its 189 member, at the International Federation's General Assembly held in Sydney, Australia in November 2013.

SSRC is a very young national society, operating in a highly unstable environment. It has 10 branches covering the 10 states of the country. However, the conflict that has affected particularly the north-east of the country has disrupted the activities of the national society in these areas. In some areas, branch infrastructure has been damaged and staff and volunteers displaced. ICRC is supporting the activities of the branches in these conflict affected states. Given the scale of the humanitarian emergency in South Sudan, there are a huge number of humanitarian agencies active in the country. This creates major competition for resources amongst agencies, which is a great challenge for a newly developed organisation like SSRC.

In addition to IFRC South Sudan, SSRC receives support from key stakeholders including the ICRC, which has one of its largest operations in South Sudan and 9 PNS, of which seven have in-country representation. The high number of partners working directly with SSRC creates challenges for coordination. The Federation is seeking to ensure that support to SSRC is consistent with the strategic priorities of the organisation and reflects the need for longer-term organisational development.

Table 1: partners in South Sudan

Partners	Disaster Response	DM / DRR	Health & Care	OD	Principles & Values
IFRC (Finnish RC)		✓	✓	✓	
IFRC (Swedish RC)			✓	✓	
IFRC (others)					✓
Austrian RC			✓	✓	
British RC				✓	
Canadian RC		✓	✓	✓	
Danish RC		✓		✓	
German RC					
Netherlands RC		✓		✓	
Norwegian RC			✓	✓	
Swiss RC		✓	✓	✓	
ICRC	✓	✓	✓	✓	✓

IFRC South Sudan will harness the image and reputation of South Sudan Red Cross and the Red Cross/Red Crescent Movement to engage with the international community, including foreign missions as well as United Nations (UN) agencies in favour of SSRC's work.

Progress towards outcomes

Business Line 1: Raise humanitarian standards

Outcome: Uplifted thinking that inspires and underpins our services to maintain their relevance in a changing world, along with increased magnitude, quality and impact.

Impact evaluation question: Is the IFRC providing quality and relevant services that have positive impact on vulnerabilities? Are these based on sound assessment and improved organizational competence?

Measurement			
Outputs	Indicators	Annual Target	Year to Date Actual
Output 1.1 A Federation-wide databank and reporting system of factual National Society information is established and maintained.	# of National Society providing data on one or more FDRS key performance indicators	1	1
Output 1.2 The SSRC is better positioned at government and civil society levels to promote respect for the rights of vulnerable people, as well as the principles, values and mission of the SSRC	# of workshops on RCRC principles conducted for stakeholders	2	2
Output 1.3 The SSRC works with the Government in realising the introduction of disaster law in South Sudan	# of consultative meetings held with government on introduction of disaster law	4	0
Comments on progress towards outcomes			
SSRCS faces considerable challenges in developing accurate information on its activities. Given the current conflict and insecurity in the country, access to some branches can be difficult. The collection and transfer of accurate data presents many difficulties. Outside of the conflict affected zone, the capacity of branches is uneven. Given that this is a very new national society, the process of branch development is in its early stages. Whilst accountability is an important priority for the national society, it will take time before an effective national system of data collection is operational. There is no RC law in South Sudan and awareness by the authorities of the mandate of the components of the Red Cross Movement is limited. Raising awareness amongst the authorities and the public therefore needs to be increased. Due to political and ethnic polarisation in the country, there are frequent challenges to the notion of neutral and independent humanitarian action.			

Business Line 2: Grow Red Cross Red Crescent services for vulnerable people.

Outcome: Relevant, speedy and effective humanitarian assistance by SSRC

Impact evaluation question: How many communities affected by disasters and crises are assisted by consistent and reliable SSRC support?

Measurement			
Outputs	Indicators	Annual	Year to Date

		Target	Actual
Output 2.1 SSRC has sufficient relief resources and logistics/warehousing capacity to provide timely quality assistance to people affected by disasters in every state	# branches with contingency plans in place	10	10
	# branches with sufficient warehouses	10	0
Output 2.2 SSRC is an active and engaged coordinator in disaster response with strong internal and external communication and coordination mechanisms	# of DREF operations launched for small scale emergencies	2	0
	# of Emergency Appeals launched and supported.	2	1
	# of coordination meeting held with other stakeholders	12	12
Comments on progress towards outcomes			
SSRC is currently constructing a warehouse in Juba, which is scheduled to be completed by May 2015. This will provide an important asset for the national society. The emergency stock currently managed by the Federation will be transferred to SSRC and the Federation warehouse facilities will be closed. The Federation appeal for the complex emergency launched in January 2014 will be completed by the end of June. An evaluation of the response will be undertaken. With many partners involved in supporting SSRC's disaster management activities, strong coordination of these activities is crucial. SSRC will be developing a disaster management strategy in 2015, which should ensure greater coherence in the support from partners.			

Business line 3: Strengthen the specific Red Cross Red Crescent contribution to development

Outcome: Appropriate capacities built to address the upheavals created by global economic, social, and demographic transitions that create gaps and vulnerabilities, and challenge the values of our common humanity

Impact evaluation question: Are appropriate capacities being built in SSRC to address the vulnerabilities created by economic and social change?

Measurement			
Outputs	Indicators	Annual Target	Year to Date Actual
Output 3.1 SSRC has improved its governance and leadership management	# of trainings on leadership and governance for board members conducted	2	2
Output 3.2 SSRC has integrated and articulated programmes that are consistent with its strategic plan 2013-2016	# of branches with HIV/AIDS activities during the current year	10	1
	# of branches with WATSAN activities during the current year	10	4
	# of branches with Nutrition activities during the current	10	0

	year # branches involved in recruitment of blood donors during the current year # of branches with CBHFA activities during the current year	10 10	1 3
Output 3.3 SSRC has a branch development package which will be designed with hardware and software components that will be made available to each of SSRC's branches (tailored to existing capacities) to achieve a pre-defined minimum branch capacity	SSRC has an annually updated strategic plan # of branches with trained staff and volunteers # of branches producing annual finance statements	1 10 10	1 10 10
Comments on progress towards outcomes			
Support for the governance of SSRC is continuing, mainly through training activities. The Federation will also seek to develop a peer support network to advice the national society's governance. The implementation of governance procedures in the national society is challenging, given their high cost. The cost of transporting and accommodating governance members in Juba for governance meetings is very high and not sustainable with current levels of income.			
The SSRC strategic plan that was developed in 2014 has been printed, but requires further dissemination to branches.			

Business line 4: Heighten Red Cross Red Crescent influence and support for our work

Outcome: Evidence-based humanitarian diplomacy conducted to draw attention to the causes and consequences of vulnerability, giving voice to vulnerable people, and demonstrating the value of Red Cross Red Crescent humanitarian work and leadership

Impact evaluation question: Is the IFRC highlighting the causes and consequences of vulnerability? Is the IFRC giving voice to vulnerable people and demonstrating the value of the Red Cross Red Crescent?

Measurement			
Outputs	Indicators	Annual Target	Year to Date Actual
Output 4.1 Advocacy effectively used to promote a strong and positive SSRC image, brand and message.	# of international or multilateral institutions with whom a dialogue is established on issues related to disaster response and development. # of stories about IFRC work in tracked media/social media on a monthly basis during the current year (disaggregated by theme: health, inclusive society, non-violence, disaster and crisis	2 12 media stories	2 50 media stories

	management).		
Output 4.2 Resource mobilization capacities and efforts are scaled up to inspire more reliable contributions to the SSRC	50% of SSRC's income generated domestically	50%	1%
	% coverage of Emergency Appeals opened in the reporting year	100%	37%
	% annual coverage of funding outlooks for development programmes supported through IFRC Secretariat	100%	100%
	# external donors providing funding through the IFRC Secretariat	3	6
	# of SSRC branches who have a fundraising strategy	10	0
Comments on progress towards outcomes			
The current prospects for domestic income generation in South Sudan are extremely limited. The economy is in crisis, with very high levels of inflation and widespread poverty. Raising funds from the public in this context will be very challenging. SSRC will appoint a Resource Mobilisation Officer in 2015 to begin to explore opportunities for resource mobilisation. The main source of income for SSRC will continue to be internal and external partners. Support from partners will be based on the national society's capacity to provide timely, relevant, high-quality, accountable support to vulnerable communities. This should therefore remain the focus of Federation support.			

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

Outcome: More effective work in SSRC through modernised cooperation mechanisms and tools, and a greater sense of belonging, ownership, and trust in our International Federation.

Impact evaluation question: Do SSRC have a greater sense of belonging, ownership, and trust in their International Federation?

Measurement			
Outputs	Indicators	Annual Target	Year to Date Actual
Output 5.1 SSRC improves its administrative and financial policies and procedures.	# of branches with an administration and financial policy in place.	10	10
Output 5.2 SSRC increasingly leads Movement coordination in South Sudan	# of movement network/cooperation meetings that take place during the year	3	3
Output 5.3 SSRC increases the quality and impact of their programmes through sound programme management, including timely and quality planning, monitoring and reporting.	% of due donor reports completed by end year	99%	95%
	# donor reports produced and shared with their target audience	40	40
	# of staff and volunteers certified		

	in online basic planning, monitoring and evaluation training # of evaluations posted on the evaluation databank on IFRC public website.	50 1	0 0
Comments on progress towards outcomes			
The Federation has provided strong finance management development support to SSRC in 2014, which has assisted SSRC to improve its capacity in this area, particularly at HQ level. Finance management capacity within the branches remains uneven and requires further support in some areas. SSRC takes an active role in the Movement coordination mechanisms that have been established in South Sudan. The national society convenes and chairs the Movement Operational Coordination group and all of the sector technical committees. PMER quality is improving in the national society.			

Stakeholder participation and feedback

Partnership is very strong coming from the community, IFRC, ICRC and the in country partner national societies. This was exhibited during the cholera outbreak in Juba and Torit where a task force was formed jointly with the mentioned stakeholders where the strategies and way forward were discussed on a weekly basis.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
Deterioration in the security situation resulting in problems of access to vulnerable communities.	H	Intensify humanitarian diplomacy with the authorities and public.
Increasingly levels of criminality in Juba.	H	Ensure good security analysis and regularly updates security regulations.
Deterioration in the economic situation leading to increasing levels of vulnerability.	H	Frequent monitoring of communities and good beneficiary communications.
Failure to retain key national society staff.	M	Effective management support for all staff. Monitoring of SSRC rewards and benefits.
Declining partner support for SSRC.	M	Maintain quality of SSRC activities and ensure effective accountability.
High transaction costs of Red Cross Movement in South Sudan leads to reduction in external donor support.	M	Continue to improve Movement coordination and harmonise support to SSRC.
Authorities increasingly recognise the unique role of SSRC, which becomes a key humanitarian partner to the authorities.	L	Develop and implement a systematic approach to dissemination of the mandate and role of the Movement with the authorities.

Lessons learned and looking ahead

The Federation's focus on supporting the development of SSRC was challenged in 2014, by the emergence of a humanitarian crisis in the country. The complex emergency included a cholera outbreak focused on the Greater Equatoria region of the country. The Federation mobilised resources in response to this outbreak, including international delegates and an ERU. A lack of continuity in the management of the emergency response led to tensions with the national society. SSRC struggled at times to establish a central role for itself in the conduct of the operation. Approaches to partnership that have been established with a national society, should not simply be abandoned during an emergency response. A national society should emerge from the response as a stronger organisation, due to the consistent support that it has received. It will therefore be empowered to play a greater role in any future emergencies.

The Federation will focus in 2015 on building the capacity of the national society and improving coordination amongst Movement partners. The Movement should seek to limit the number and scope of new initiatives and recognise that the national society needs time to build the solid organisational foundation that will eventually allow it to position itself as a leading humanitarian organisation in South Sudan.

Financial situation

Click [here](#) to go directly to the financial report.

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 (NGOs) 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.

www.ifrc.org
Saving lives, changing minds.



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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