

Sudanese Development & Relief Agency (SUDRA)

Emergency Crisis Committee Appeal Phase 2 Proposal July 29, 2014

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Executive Summary

Despite many months of peace negotiations, the conflict within South Sudan rages on, with large civilian casualties and repeated displacements of people. The UNOCHA report of 26 June indicates that 3.8million people are in need of humanitarian assistance with 1.9 million being currently reached.

With the onset of violence in December 2013, ECSSS's SUDRA immediately mobilized to determine an appropriate role of the church. Following multiple revisions, SUDRA's Phase 1 response is now complete. Our final target in Phase 1 was to reach 77,000 persons, and we reached all intended populations except in Juba due to funding constraints.

In Phase 2, we have prioritized our response in four areas: continued relief distribution to the northern states, peace-building/ reconciliation activities, psychosocial support and income generation activities. Building on the strengths of the church, each of the four priorities will be facilitated by a different ECSSS department. SUDRA will continue our efforts to coordinate the relief response, while the income generation activities will be overseen by the Mothers' Union, the psychosocial support by the Education Department and the reconciliation activities by the Justice Peace & Reconciliation Committee.

Phase 1

SUDRA's original plan was to reach a total of 84,000 displaced persons or 10,000 households through extended food distribution, while providing drugs and medical care to a further 20,000 children. Our original budget was USD 5,452,915 to meet these planned targets. However with funding limitations, we had to amend our proposal for shorter-term food distribution to 44,000 persons or 5,500 households, and limited medical support to 5,000 persons with a reduced budget of US\$ 1,042,591. Details of these plans are available in our Phase 1 appeal documents.

For our Phase 1 appeal, we received a total of US\$ 422,999 (or 35% of our final Phase 1 budget). Of this amount, we allocated US\$11,416 (2.5%) towards monitoring and administrative expenses, including internet provision at the new SUDRA offices, the 6-month salary of the finance officer and facilitating the ECC meetings. We spent an additional US\$23,215 for the capital purchase and maintenance of a generator for the SUDRA office.

As described in the chart below, our work plan includes the priority areas identified in the original proposal, but with a scaled down response to reflect the funding levels. As we received current

assessment information from our parishes of moving populations and growing unmet humanitarian needs, we have added the need to provide food rations to Renk.

Geographic Area	Activity	Total # of direct participants		Budget allocation	Status
		Male	Female		
Awerial	Wet food distribution	5,510 children	3,028 children	US\$ 75,000 SSP 233,250	Complete
Awerial (church compound)	3 weeks dry food rations	7,661	11,492	US\$ 188,256 ¹ SSP 585,476	Complete
Nimule (Melijo camp)	1 weeks dry food rations	4,052	6,077	US\$ 119,544 ² SSP 371,781	Complete
Renk (Joda and Geger areas)	3 weeks dry food rations	5,040	7,560	US\$ 30,000 ³ SSP 93,300	Complete
Juba (Ministry of Health & Lui Teaching Hospital)	Two 40ft containers of medical supplies	5,000	8,000	In-kind donation	Complete
POSTPONED: Juba (Lolugo 2 camp)	2 weeks dry food rations	2,589	3,884	US\$ 59,393 ⁴ SSP 184,712	Postponed: Funding constraints

With the delivery of the above relief services, 100% of received funding for SUDRA Phase 1 appeal has been expended. If we do receive the expected funding for the Juba Lolugo 2 activities, we will endeavor to complete this response. With continued relief needs, we propose to serve newly displaced population with the provision of dry food in the Phase 2 as well.

All procurement processes followed SUDRA policy and SUDRA signed the contracts with the supplies. However, at the regional level, each diocese implemented their respective activities; for example the Renk's diocesan outreach arm REDRA managed all local activities. To monitor activities at least one member of the SUDRA's Emergency Crisis Committee were present for the distribution of supplies; for example, in Renk, the Health Coordinator represented SUDRA, while in Nimule, the Mothers Union Coordinator represented SUDRA. In certain instances, SUDRA's international partner's were represented by their own staff in the monitoring of food distribution.

¹ In Awerial, 1700 50kg bags of maize flour, 70 50kg bags of sugar, 173 20liter gericans of oil, 356 50kg bags of beans, 145 cartons of milk and 217 packets of soap. The procurement contract was given to Maleka engineering.

² In Nimule, 1722 50kgs bags of maize flour, 173 20kgs bags of beans, 483 20liter gericans of oil, and bags of salt. The procurement contract was give to Lucky & Friends Company.

³ In Renk, 293 90kg bags of sorghum, 240 20kgs bags of lentils, 130 20liter gericans of oil and 50 bags of salt. The procurement contract was given to Agor & Brothers Company – supplies were partly sourced from Khartoum and the supplier provided transport, loading and offloading facilities, including border clearance.

⁴ In Juba, details of procurement to be provided if activities are completed. The procurement contract is expected to be given to Amani & Brothers Company.

Phase 2

In the planning of the Phase 2 response, the Emergency Crisis Committee resolved to build on the experience and resources of the church to develop medium-to-long-term activities. These included:

1. Continued Humanitarian Relief Service Delivery (facilitated by SUDRA)
2. Peace-Building Activities (facilitated by the Justice Peace & Reconciliation Commission)
3. Trauma Counseling Activities (facilitated by the Education Department)
4. Income Generating Activities (facilitated by the Mothers' Union)

Details of these four responses to serve 36,474 persons are as follows:

1. Relief Response

Given the current absence of a strong and comprehensive humanitarian response from the major UN and NGO community, the Church is strongly adamant that it is vital that the Church assist in keeping people alive, with food provision. Even populations within the UNMISS (United Nations Mission in South Sudan) are reporting a dearth of provisions and facilities. Dry food delivery is expected in the Northern States of Malakal, Bentiu, Warrap and Twic-East. Currently food provisions are prioritized, as the needs assessment indicated the health needs are partly met by the ECSSS clinics in some target areas, and MSF centers in other areas. All food items were identified in consultation with local staff. Each food packet would include 1 50 kg bag of maize flour, 2 litres of oil, 1 bucket of beans or lentils, and 1 kg of salt.

- Malakal: About 20,000 IDPS are still living in UNMISS compound for fear of insecurity and food availability. We are targeting 5,000 persons or 600 households who have returned from the UN compound, Rom, Akong as far northern neighbourhoods of Renk and Sudan. The security situation is slowly improving with the return of government officials and the resumption of work and business in the town.
- Bentiu: SUDRA is targeting 5,000 IDPs in Bentiu town and Leer, who have come out of the UNMISS compounds and other nearby areas. Food will be procured in Bentiu and transported to Leer. WFP and the government are shipping food from Renk and flying in food from elsewhere, therefore food will be procured locally.
- Warrap: SUDRA is targeting 10,000 people who have left their areas in search of safer places and settled in Thuralei, Majokoon, Akon, Kuajok and MaanAguei. The IDPs in Warrap are facing problem of food, water, hygiene and sanitation. Food will be transported from nearby towns in Kwajok and Wau. The WASH needs are addressed by other NGOs on the ground and the Diocese of Wau through a separate diocesan appeal.
- Twic-East: SUDRA is targeting 10,000 IDPs in Jonglei State. There are many people displaced and left their areas in Jonglei and are now in Twic East as IDPs some of which are seeking shelter under trees. Many of these IDPs came from the neighbouring counties of Twic East including Bor town. Food will be procured in Bor and transported by canoes by the river.
- Designated displaced populations, including some displaced Bishops & Staff, and IDPs in Archbishop's compound. Some displaced Bishops who do not have a source of income

due to displaced congregations, would be provided a one-time subsidy from this line item. Additionally, there are many IDPs from Jonglei currently in the Arch Bishop's house who needed food and shelter. Financial support is required for the Arch Bishop to provide food and accommodation for them

Although only four areas have been identified for the first phase, SUDRA will be flexible and will continue to liaise with other agencies to provide support for areas that have not made the priority list.

Similar to the Phase 1 target populations, vulnerable groups including women, children, elderly and persons with disabilities are given priority. The specific needs of women and men, as well as marginalized groups were identified during the assessments. Persons with disabilities and elderly people have been identified and will be delivered food directly to where they seek shelter. SUDRA has a standard registration form, which contains no reference to faith or ethnicity.

2. Peace-Building Activities, in collaboration with the Justice Peace & Reconciliation Commission.

There are four main objectives to achieve the Commission's goal of training church leaders on peace-building and advocacy to prepare the leadership of the church to know how to make/speak peace in their communities and advocate for peace at this critical time:

- To use the structures available to train Diocesan Bishops, church leaders, the youth and Mothers Union leaders on Peace Building and Advocacy. 110 Church and Community Resource Persons.
- To build the capacity of church and government leaders on the significance of justice and the rule of law in South Sudan. Output: 110 Community Information Gatherers.
- To form Peace Committees at all levels including government institutions in an effort to nurture and foster peace in South Sudan. Output: 7,000 persons (1,00 families with an average of 7 persons per family)
- To mobilize the youth and form a strong advocacy and drama team to carry out peace messages through the media and other forums. Output: 52 JPRC Facilitators (2 from each of the 26 South Sudan dioceses)

The JPRC section is a 3-year plan of activities that was developed out of the emergency House of Bishops meeting in January 2014. At that meeting, the House resolved that the Church cannot be silent to see the people of South Sudan divided, killed and forced into another unnecessary conflict. One of the root causes of this conflict include the lack of awareness about the abundance of God-given peace. As part of the 3-year strategy, in year 1, the clusters of Greater Bhar el Ghazal and Myet clusters are prioritized. In year 2, the clusters of Central Equatoria and Upper Nile are prioritized. And in year 3, the clusters of Central Mundri and Torit are prioritized.

JPRC has chosen to use a participatory approach to achieve sustainability of the program, by empowering local male and female leaders to have equal opportunities in contributing information in the planning, design and decision making processes of the program. While the JPRC will provide logistical assistance as well as facilitate trainings, the program envisions significant roles of other stakeholders. Local church leadership will spearhead the Diocesan Peace Committees and facilitate the congregations and communities to identify reconciliation

areas. A team of trainers will mobilize and support congregations in initiating peace-building and advocacy work. Local parish communities and churches will participate in project activities by contributing towards the budget, inviting participants and actively engage in the program activities.

JPRC has secured funding for the first year of their 3-year plan. As this SUDRA proposal is just for one year, only part of second year of the JPRC plan is included in this Phase 2 proposal, as the first year areas (Bhar el Ghazel and Myet) are being fundraised independently by JPRC. The SUDRA proposal will provide only the targeted areas in the Upper Nile specifically Jonglei towns of Bor and the IDPs in Awerial . Budgetary support for the third programmatic year (Central Equatoria, Mundri, Torit) ould be fundraised entirely independently of this proposal. The budget below refers only part of the second year of the JPRC proposal for a total of US\$73,000.

3. Trauma Counseling Activities (facilitate by the Education Department).

The current wave of violence and displacement has aggravated an already difficult education situation, with low rates of enrolment, limited participation by girls in schooling and poor school infrastructure. The crisis has created an additional access challenge for state institutions to effectively prepare for and respond to critical education needs of the communities most affected by the conflict. There is now an urgent need to prevent a generation of children from losing the coming academic year, which starts in February. Education in Emergencies and development actors will need to work together to address issues affecting children and youths in emergency situations, as well as those in stable areas to maintain education gains made over the last three years.

Rapid needs assessments in Juba, Awerial County of Lakes State and Twic County of Warrap State have indicated that around 63,500 children – half of them girls – have been displaced and need emergency education services. This number is set to increase when assessments in other affected areas have been completed. Public buildings including schools are being used as shelter by affected communities. 19 schools in seven states are reportedly occupied by displaced people and armed forces and advocacy is required for these schools to be vacated. There is also a need for emergency education programmes to adopt a conflict-sensitive approach that meaningfully engages members of displaced and host communities. Such an approach will need to be tailored to local contexts to promote integration and peaceful coexistence of communities, both today and in the longer-term. This activity builds on the experience of ECSSS with a UNICEF funded project where a core group of resource persons were mobilized; UNICEF has agreed to provide materials and tools for this training.

- 87 teachers received five days ToT skills on psychosocial education to address the needs of vulnerable children suffering from the effect of trauma or war.
- 10 recreational grounds in IDP camps had been regularly maintained and kept busy for games and sports by children in IDP camps.
- 10 IDP schools received games and sports kits and children of varying age and sex were able to participate fully in games and sports activities in IPD schools.
- 15 games and sports facilitators received monthly incentives for six months and were able to devote their time fully in supporting recreational activities for children affected by the acute emergency.

- 87 teachers and 165 school governing bodies and 105 church leaders had been empowered with child protection messages and were able to establish safe, protective and inclusive learning environment in IPD schools.
- 87 teachers acquired skills on national professional standard for teachers in South Sudan and were able to provide appropriate support for learners experiencing difficulties inside and outside classroom.

Target Group					
S/No	Target category	Location	Male	Female	Total
1	Primary school teachers including volunteers	Bentiu-Unity State	20	2	22
		Bor-Jongolei State	30	5	35
		Malakal-Upper Nile	20	10	30
2	Pre-school children	Bentiu-Unity State	300	200	500
		Bor-Jongolei State	600	200	800
		Malakal-Upper Nile	300	200	500
3	Primary school children	Bentiu-Unity State	600	200	800
		Bor-Jongolei State	1000	600	1600
		Malakal-Upper Nile	1000	600	1600
4	PTA/school governing bodies	Bentiu-Unity State	40	15	55
		Bor-Jongolei State	40	15	55
		Malakal-Upper Nile	40	15	55
5	Religious leaders/Mother Union Members	Bentiu-Unity State	20	15	35
		Bor-Jongolei State	20	15	35
		Malakal-Upper Nile	20	15	35
			4050	2107	6157

4. Income Generating Activities (facilitated by the Mothers' Union)

Mothers Union will take the lead in implementing Income Generating program to rehabilitate economic status of the returnees and food security. The programme intends to facilitate training centers, where Mother's Union is also rebuilding co-existence and social cohesion. Traditionally the target population has not maintained a livelihood, so we intend to aim to diversity livelihood options and offer another source of income. The identification of the training activities have been finalized in consultation with local Mothers Union staff and communities. The 3-month trainings will be conducted on existing church property utilizing existing Mothers Union resource people. The longer-term intention is to create permanent training centers in Bor and Awerial, modeled after the centers in Juba.

The program targeted 50 women in the Diocese of Bor, and 100 men and women in Awerial covering four quick-income activities of tailoring workshop, food vendors and vegetable farming. Criteria for participants include school-drop outs, single parents and widows. This will strengthen livelihood and economic stability of the above mentioned with the following impact:

Tailoring activities:

- Give skills to the women/community for not only production skills but also business skills connecting them to school and other ECSSS-institutional markets

- Women in the IDP will be able to mend clothes as well to raise funds to meet basic needs for their families
 - Supply clothes to the entire church community/ and the public with reasonable prices
- Food Vendor activities:
- Provision of food services for the church community and the public
 - Generation of income to support their family needs
 - Skills in restaurant services such as cooking and business & account management skills
- Farming (vegetable production):
- Supply vegetables to the people/families to help in the nutrition of children, through community gardens
 - This cooperative activity is modeled after the MU's Savings and Credit programme
 - Provide employment to the widows and orphans
 - Engages returnees in economic development of their families, church and the community
- Agriculture training center:
- Provide seeds and modern agricultural method of farming
 - Skills in crop production for food security and reduce dependence on livestock that causes conflict
 - Provide seeds and modern agricultural method of farming

Geographic Area	Activity	Total # of direct participants		Budget allocation	Status
		Male	Female		
Malakal	3 weeks dry food rations	2,000	3,000	US\$ 90,000 SSP 311,000	Priority 1
Bentiu	3 weeks dry food rations	2,000	3,000	US\$ 90,000 SSP 311,000	Priority 1
Warrap	2 weeks dry food rations	4,000	6,000	US\$ 65,000 SSP 202,150	Priority 1
Twic-East	2 weeks dry food rations	4,000	6,000	US\$ 65,000 SSP 202,150	Priority 1
Upper Nile	Peace & Reconciliation Training	50	50	US\$ 73,000 SSP 227,030	Priority 2
Malakal/ Bentiu/ Bor/ Awerial	Education Department	4,050	2,107	US\$ 100,000 SSP 311,000	Priority 2

Bor & Awerial	Income Generation & Skills Training	50 in Awerial	50 in Bor 50 in Awerial	US\$ 127,000 SSP 394,970	Priority 2
ECSSS/ Juba	Support to displaced ECSSS staff	7 Bishop, 8 Clergy & Staff	2 Staff, 50 IDPs	US\$ 50,000 SSP 155,500	Priority 1 (<i>this is designated funding</i>)

Total Direct Cost \$660,000
Total Indirect Cost \$90,000

Indirect Costs

The indirect costs section include:

- Purchase of a good quality 4WD vehicle for US\$50,000 to facilitate monitoring of activities.
- Mobilizations and meetings both in Juba and the local level. This line item includes the facilitation of subcommittee meetings (see below) as well and capacity building trainings for field staff.
- Monitoring and Evaluation of all activities, including transport and lodging of SUDRA staff.
- Provision of ‘incentives’ to non-salaried staff including cash incentives to technical consultants, and in-kind or food-for-work incentives for local volunteers.
- As stated earlier, non-relief response activities are managed and implemented by other ECSSS departments. Therefore, relevant office costs for these respective departments (JPRC, Education and Mothers’ Union) are included within their budgetary allocation. Roughly 10% of their allocation will cover the cost of telephone airtime units for communication, travels, evaluations and coordination and stationery for documentation.

Phase 2 Funding Pledges

As of July 7th, we have received pledges of US\$426,000, with \$200,000 designated for relief activities. As long as all these pledges are fulfilled, we seek an additional US\$324,000 to meet our budget.

Challenges & Recommendations

We had hoped that Phase 2 would begin when South Sudan was in a more peaceful political situation, but with the eruption of violence in late April, we have prioritized the need to not only continue providing humanitarian services, but also to actively work towards creating a more peaceful environment as opposed to waiting for such a situation to emerge.

Any provincial mechanism has its challenges. Given SUDRA’s operational history, we are taking this opportunity to rebuild and restore our relationship with dioceses as we now have a new structure and leadership. SUDRA has also spent the months preceding this conflict in finalizing its strategic priorities and development policies and procedures to enhance professionalism in our operations. For example, our procurement process requires bids from at least 3 vendors and a thorough vetting process – but this takes time, and has lead to frustration at all levels.

This Appeal has multiple partners all funding one bucket of funds, and trying to fulfill the various donor requirements has been a challenge. Therefore, we formed the Emergency Crisis Committee to centralize our response and provide a national monitoring mechanism. And as this is a national response serving multiple dioceses, SUDRA has been challenged with competing interests and competing needs.

SUDRA Capacity

SUDRA is now graced with three program staff – a General Manager (Rev. Joseph El Haj Loabe), a Finance & Administration Officer (Mr. Michael Makur) and a Program Officer (Mr. Tipa Lugarbongseyar). We continue to be heavily supported by the local diocesan teams, previously trained in disaster risk reduction, in the implementation of all activities. Along with these local diocesan teams, communities themselves are involved in the registering of IDPs.

SUDRA will continue to lead the response. Archbishop has appointed an Emergency Crisis Committee (ECC) chaired by Bishop Ruben Akurdit of Bor, for dedicated leadership of this major humanitarian response. Other members of the ECC include all department chairs including Mothers Union, Health, Education, and Finance. SUDRA is responsible for the facilitation and monitoring of all activities, including the procurement and delivery of food items.

At the local level, SUDRA has activated the previously trained ‘Disaster Risk Reduction teams’ of 3 personnel from each diocese (the Diocesan Secretary, the Development Coordinator and the Mother’s Union worker). These teams are responsible for the assessment of needs and distribution of items at the local level. SUDRA will assist in the monitoring of all activities, even at the local level.

Financial oversight will be provided by the ECSSS Finance Office. There are three ECC subcommittees, Food, Trauma/Health & Finance. The Food and Health subcommittees are responsible for the procurement of their respective items, following a process of obtaining at least 3 quotes and possible engagement of multiple suppliers. Both food and medicines will be procured in wholesale direct from vendors. All deliveries to the target areas will be with accompaniment of SUDRA-appointed personnel, and then received by the 3-person diocesan committees.

Now that we have additional human resources, we continue to network with other agencies to find opportunities for partnership, through our participation in the Health Cluster and NGO Forum meetings. Our discussions with Norwegian Church Aid (NCA), World Food Programme (WFP), Caritas, United National International Children’s Fund (UNICEF) are ongoing.

ECSSS has resolved that all funds towards the SUDRA response be received into one bucket, with individual donations accounted for separately for full transparency. This one bucket approach is the most effective and realistic option to reflect ECSSS’s current capacity and for administrative ease. However, as noted above, a dedicated financial officer will be contracted for 6 months for dedicated management of this fund, and will report to the SUDRA/ECC

Monitoring & Evaluation

SUDRA anticipates the immediate commencement of activities with a roughly 4-6 months timeframe for the completion of activities. SUDRA will adopt the following reporting scheduled:

- SUDRA/EC and the respective department will have field visits for continued monitoring of the all activities and will provide field visit reports.

- Progress Report by Friday, September 26. This report will include a short narrative and a financial statement.
- Comprehensive final report by Friday, December 19. This report will include a full narrative of activities, including attachments of registration forms, human interest stories, and pictures. The financial report, will include an internal audit report and attachments of selected invoices. The financial statement would include in-kind donations from both local and international sources.

Detailed Budget (also available in excel)

	Description	Location	Total SSP	Total USD	Target beneficiaries
1	Relief food				
	Food & transportation	Malakal	270,000	90000	5000 IDPs
	Food & transportation	Bentiu	270,000	90000	5000 IDPs
	Food & transportation	Warrap	195,000	65000	10000 IDPs
	Food & transportation	Twic East	195,000	65000	10000 IDPs
	Support to 7 displaced bishops	Juba	120,000	40000	7 bishops, 50 IDPs
	Incentives for ECC	Juba	30000	10000	Upto 15 members
	Sub-total		1080000	360000	
	Adminstrative cost - M&E activities		120000	40000	
	Total		1200000	400000	
2	Income generating activities				
	Tailoring Training	Bor & Awerial	120000	40000	50 IDPs
	Food Vendor Training	Bor & Awerial	120000	40000	50 IDPs
	Farming Training	Bor	111000	37000	50 IDPs
	Sub-total		270000	117,000	
	Adminstrative cost		30000	10000	
	Total		300000	127,000	
3	Peace building				
	Mobilization & Training	Bor and Awerial	204363	68121	100 persons
	Adminstrative cost		14637	4879	
	Total		24333	73000	
4	Psychosocial Support	Malakal, Bentui, Bor			
	Activities		251700	83900	6157 persons
	Adminstrative cost		48300	16100	
	Sub-total		300000	100000	
5	Vehicle		150000	50000	
	Grand-Total		2,250,000	750,000	

* designated fun
* designated funding

