

**South Sudan
Red Cross**

Strategic Plan 2018 - 2021

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Foreword



in addressing the difficult humanitarian situation in the Country. Being a new NS trying to position itself as the most trusted and first responders in the Country was not easy. It was a huge test for the Staff, Board, and Volunteers who were on daily basis involved with response as well as setting up systems, policies, procedures among others.

South Sudan Red Cross at the time of developing the previous strategic plan focused more on addressing long term interventions in the Country,

However towards the end of the 2013 the first year of the strategic plan implementation, conflict broke out in the Country on 15 December 2013 which meant the NS had to change its strategic focus to encompass emergency response to meet the fast growing and challenging humanitarian situation in the Country. The Society has been able to achieve quite a lot in terms of building a strong network of Volunteers, staff and Board at all levels. The programs and projects increased, the budgets of the NS have tripled as well as the number of staff. This indicates growth of the NS

While SSRC continues to face challenges, it also has opportunities. The SSRC leadership would like the organisation to become a strong and credible humanitarian player in South Sudan, having an auxiliary role of supporting the public authorities and as first responders to any crises in the country through its extensive volunteer network. The Society belongs to the people of South Sudan and is open to anyone who wishes to participate as a volunteer or member and who abides by the fundamental values and principles of the Red Cross and Red Crescent Movement.

I am pleased to present the South Sudan Red Cross' second strategic plan, which is also aligned with national strategies of the Country. The SSRC 2018 -2021 Strategic Plan will guide decisions related to programming, collaborating, and organisational development, amongst other key priorities. It will serve as a benchmark for measuring performance and holding the SSRC accountable. The SSRC strategic plan is aligned with the International Federation of the Red Cross Red Crescent Strategy 2020.

Finally, I would like to extend my appreciation to the staff, Volunteers members, and stakeholders who participated in the strategic planning process for the SSRC. This involved stakeholder consultation; extensive staff contribution through a series of workshops at national level; and branch levels. I wish to thank Movement partners and our counterparts from the public authorities for their feedback into the strategic planning process and the production of the plan itself.

Special thanks go to the IFRC, ICRC, Netherlands Red Cross, Austrian Red Cross, Swiss Red Cross, Swedish Red Cross, Canadian Red Cross, Danish Red Cross, British Red Cross, Finnish Red Cross, and the Norwegian Red Cross for their significant contributions to the development of the SSRC Strategic plan 2018 – 2021

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John Lobor

List of Acronyms

BHI	Boma Health Initiative
CBHFA	Community Based Health and First Aid
CEA	Community Engagement and Accountability
CHAST	Child Hygiene and Sanitation Transformation
CLTS	Community Led Total Sanitation
COD	Council of Delegates
DM	Disaster Management
DRR	Disaster Risk Reduction
EAT	Emergency Action Teams
EP&R	Emergency Preparedness and Response
HCiD	Health Care in Danger
HR	Human Resources
HQ	Headquarters
ICRC	International Committee of the Red Cross
IDP	Internally displaced persons
IFRC	International Federation of Red Cross and Red Crescent Societies
IHL	International humanitarian law
INGO	International Non-governmental organisation
MNCH	Maternal, Neonatal and Child Health
NS	National Society
NSD	National Society Development
PHAST	Participatory Hygiene and Sanitation Transformation
PMER	Planning, monitoring, evaluation, and reporting
PNS	Partner National Societies
PSS	Psychosocial Support
RCRC	Red Cross Red Crescent Movement
RFL	Restoration of Family Links
SGBV	Sexual and Gender Base Violence
SMCC	Strengthen Movement Coordination and Cooperation
SSRC	South Sudan Red Cross

Introduction

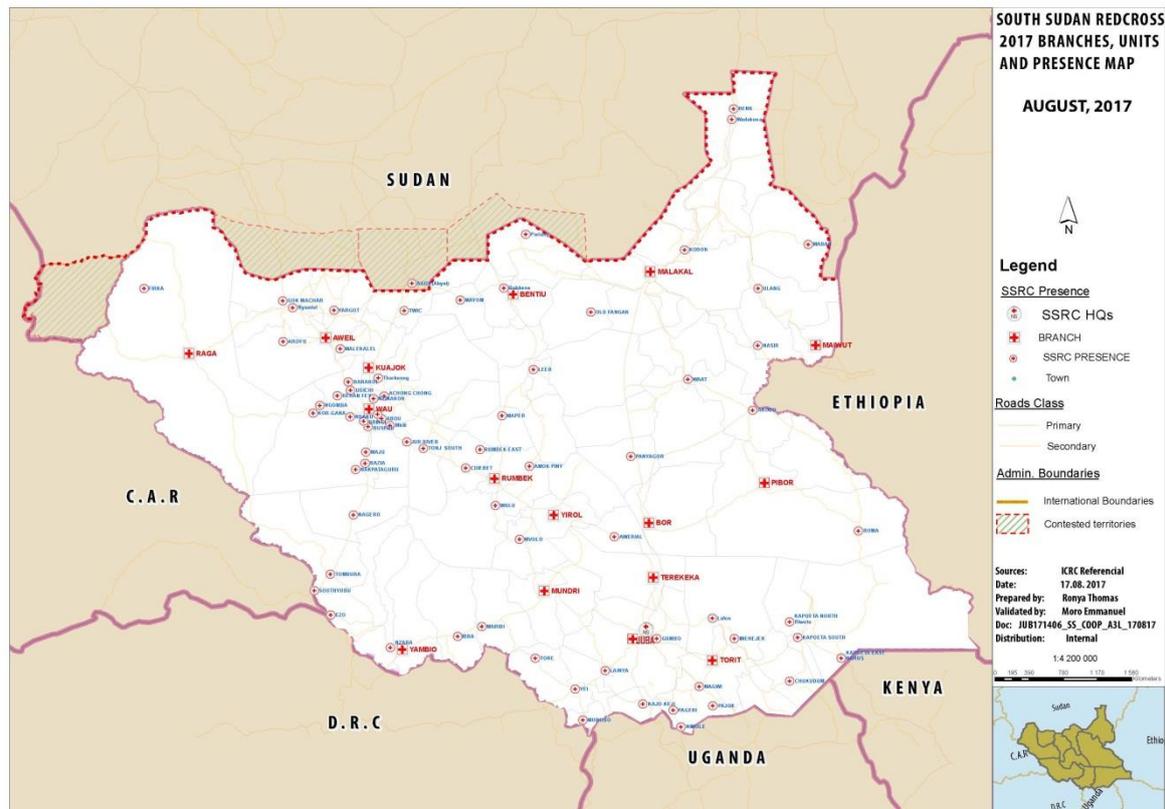
This strategic plan is the result of a participatory process, which involved Headquarter and Branch staff, volunteers and Movement Partners. It is based on an analysis of the existing and future needs and vulnerabilities in South Sudan, and draws on the core competencies and strengths of South Sudan Red Cross (SSRC). Four strategic themes and four enabling priorities have been identified and will be further explained in this plan. The 2018-2021 South Sudan Red Cross Strategy is aligned with the International Federation of Red Cross and Red Crescent Societies' (IFRC) Strategy 2020, and aspires to contribute to the realisation of the Humanitarian and development priorities of the Government of South Sudan, and the United Nations Sustainable Development goals.

This strategy will be used by all levels of the organisation, forming the basis for annual operation plans developed in branches and at the SSRC HQ. In addition, this strategy will guide SSRC in its relationships to partners and stakeholders.

South Sudan Red Cross

South Sudan Red Cross (SSRC) was founded in 2011, and established by an act of Parliament on 9 March 2012, recognised by the ICRC in June 2013 and admitted into the IFRC in November the same year. Since its inception, SSRC has endeavoured to serve vulnerable communities country wide, guided by the seven fundamental principles. SSRC is governed by the Governing Council, led by the President, and currently has a network of 10,000 volunteers organised into 16 branches and 42 units. As such, SSRC is the largest humanitarian organisation in South Sudan, and covers the whole territory. The Headquarters is based in Juba.

Map of South Sudan showing SSRC presence



Vision statement: *Our vision is healthy, resilient, and empowered communities*

Mission statement: *Our mission is to reduce suffering, build resilient communities, and foster human dignity*

SSRC is a national organisation, which works in close partnership with the ICRC, the IFRC, and Partner National Societies present in country. SSRC is a neutral and impartial organisation, which is open to all, regardless of gender, age, race, or ethnicity.

The Red Cross Red Crescent Movement

The International Red Cross and Red Crescent Movement is the world's largest volunteer-based humanitarian network. The movement comprises of the ICRC, the IFRC, and 191 National Societies – and has nearly 100 million volunteers, members, and supporters worldwide. The RCRC movement has been providing protection and assistance to people affected by war or disaster for over 150 years, and is guided by seven fundamental principles in all its work; *humanity, impartiality, neutrality, independence, voluntary service, unity and universality.*

The International Federation of Red Cross and Red Crescent Societies is the umbrella organisation of the National Societies. In its Strategy 2020, the IFRC states three strategic aims, which will also help guide South Sudan Red Cross in its 2018-2021 strategy:

- Save lives, protect livelihoods, and strengthen recovery from disaster and crises
- Enable healthy and safe living
- Promote social inclusion and a culture of non-violence and peace

Every National Society has a responsibility to disseminate the principles of International Humanitarian Law (IHL), known as the four Geneva conventions and its three additional protocols, as well as consistently work to protect and uphold the correct use of the Red Cross Red Crescent emblems. The emblems of the Red Cross and Red Crescent are internationally recognised and their correct use is stipulated and protected through the Geneva conventions.

Strategic Direction 2018 - 2021

This is SSRC's second strategic plan, and it draws on lessons learnt from the first strategic period 2013-2017, as well as a self-assessment exercise outlining the current capacities and of the National Society. Whilst recognising that the humanitarian needs in South Sudan are immense, SSRC has selected areas of intervention for the period 2018-2021 based on its comparative advantage, and its special mandate as auxiliary to public authorities. SSRC's work aims to be complementary to development initiatives carried out by the public authorities and, in designing its programmes, SSRC aspires to feed into relevant Government strategies and policies such as; The Boma Health Initiative (BHI), the Ministry of Humanitarian Affairs and Disaster Management (MHADM) Strategic plan 2013-2018, the 2007 Government of South Sudan Water Policy and South Sudan Health Policy, and many others. Through its activities, SSRC also aspires to contribute towards the realisation of the United Nations Sustainable Development goals.



SSRC Volunteers supporting communities in Nimule town during a Jerican cleaning campaign

Humanitarian Context

Years of conflict have left South Sudan with very little infrastructure, limited formal health services, a weak education sector, and high levels of food insecurity. Human Development indicators in South Sudan remain amongst the lowest in the world, and the 2016 Human Development Index (HDI) places South Sudan as number 181 out of 188 countries and territories¹. Health indicators for South Sudan are amongst the worst in the world, with a life expectancy at birth of 56.1 years², and high maternal (2,054 per 100,000 live births) and infant (102 per 100,000 live births) mortality rates³. Immunisation coverage is low at 33%, and outbreaks of epidemics of cholera and measles are frequent. Other major health concerns in South Sudan include preventable communicable diseases such as diarrhoea, malaria, and acute respiratory infections⁴. Widespread violence against health care facilities, personnel, and transfers as well as violence against the patients and the wounded continue to weaken the fragile health system and to overwhelm the scarce functioning services. Limited access to safe water and improved sanitation facilities is a major concern in South Sudan, and the primary source of the high levels of waterborne diseases and public health emergencies.

¹ UNDP, Human Development Report 2016, http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/SSD.pdf

² Ibid.

³ Government of South Sudan, 2016, the Community Health System in South Sudan: The Boma Initiative.

⁴ Ibid.

Poverty is widespread in the country. The vast majority of the population live in rural areas and, although recent data is lacking, the most recent Household survey from 2010, showed that 89.3% of the population are multidimensionally poor⁵. In addition, the ongoing economic crisis and high inflation have put additional pressure on the population, and severely limited already vulnerable families' purchasing power country wide.

Nearly 1, 9 million people remain internally displaced, housed either in Protection of Civilians (PoC) sites or by host communities, which has put additional burden on these communities. Conflict and displacement have also had a negative impact on the agricultural sector, with communities either unable to access their fields due to conflict or forced to move away from their livelihoods, resulting in lost or destroyed harvests and increased food insecurity. South Sudan is prone to hazards such as floods and droughts – and global climate change leading to unpredictable weather patterns is also expected to have an increasingly negative impact on livelihoods and food security in the country over the coming years.

The prevalence of sexual and gender based violence (SGBV), emotional abuse, early and forced marriages and other forms of aggression is known to be high, yet abuse is rarely reported and victims typically suffer in silence without access to critical support and resources. The 2010 Household Survey showed that 40% of girls are married before the age of 18, and in South Sudan a girl is three times more likely to die from child birth than to enter grade 8⁶. Additionally, in many parts of the country women are prevented from participating in paid work or volunteering activities due to cultural norms and customs.

⁵ Sudan Household Health Survey (SHHS) (2010), <http://www.ssnbss.org/home/document/survey/sudan-household-health-survey>

⁶ Unicef, 2013, Maternal Mortality, a big challenge for the world's newest nation, https://www.unicef.org/southsudan/reallives_13025.htm

Programmatic priority 1: Disaster Management

Since gaining independence, South Sudan has been plagued by natural and man-made disasters; including conflict, flooding, food insecurity, and public health emergencies, such as epidemics. This has resulted in high levels of vulnerability and human suffering, and created a need for a coordinated humanitarian response before, during and after a disaster. In addition, climate change is expected to further increase vulnerabilities in South Sudan over the coming years, which puts emphasis on the need for climate change adaptation activities, including raising awareness at a community level, as well as for creating systems to help mitigate the effects of changing weather patterns.

The complex situation in South Sudan calls for a holistic and multi sectoral approach to Disaster Management, with focus on Disaster Risk Reduction and preparedness, as well as response and early recovery. SSRC works cross cutting, and the Disaster Management department collaborates closely with the Health, WASH and Psychosocial support departments to ensure that interventions are well-rounded and relevant. With established branches across the country, the SSRC is well-placed to respond to disasters, as well as to work directly with communities to increase their resilience to common hazards. All DM interventions are guided by the SSRC Disaster Management Strategy 2017-2020, ensuring a harmonised and efficient service delivery.

The SSRC operates by a tiered vertical response model; beginning with local response and escalating to a regional or nationally coordinated response if required. In South Sudan, once a disaster or emergency is identified, the local Emergency Action Team (EAT) is the first to respond. If the emergency requires additional resources, the local Branch is requested to coordinate and assist with the response. Should the emergency outstrip the capacity of the Branch, the Branch can request assistance from National HQ, which can bring to bear the full capacity of the SSRC to address the emergency.

In a complex environment, such as South Sudan, operating with partners and other organisations is critical to successful delivery of programs. The SSRC and Disaster Management Department maintain relationships and agreements with Movement partners (e.g. ICRC, IFRC, and Partner National Societies) and external stakeholders (e.g. Ministry of Humanitarian Affairs and Disaster Management, other line ministries, INGOs, and relevant UN agencies). These are activated in times of disaster, to provide the best possible support to the most vulnerable.

Goal: To achieve sustainable, operational capacities and capabilities for disaster preparedness, effective response, mitigation, and prevention leading to resilient communities

Key Milestones:

- Further strengthen branch capacities in responding to disaster
- Develop Contingency plans, including funding mechanisms, for branches and HQ
- Community based Disaster Risk Reduction activities
- Design activities specifically aimed at addressing the effects of climate change, including awareness raising, and the setting up of Early Warning Systems increased disaster preparedness in communities



Programmatic Priority 2: Health

Populations in South Sudan are facing major health related challenges, and the country's health indicators are amongst the worst in world. The health systems in South Sudan are weak and access to quality health services is very limited, which calls for an integrated and community based approach to health, with the aim of strengthening health systems, and making communities more resilient to common health hazards. Furthermore, the ongoing conflict and widespread violence against healthcare has had a detrimental effect on the already weak health systems, and health-care workers and First Aid volunteers often face unacceptable risks when carrying out their life saving activities. SSRC strongly supports the global Red Cross Red Crescent Health Care in Danger initiative and will continue to implement awareness raising activities aimed at addressing the issue of violence against patients, health workers, facilities and vehicles, and ensuring safe access to and delivery of health care in the country.

SSRC has a long tradition of working community based to improve health in vulnerable communities in South Sudan. SSRC's programmes use the Community Based Health and First Aid (CBHFA) approach to help build awareness of how to prevent the most common communicable diseases such as diarrhoea and malaria – and the National Society also has extensive experience in responding to epidemics, such as cholera outbreaks.

Maternal, new-born, and child health (MNCH) is another area that needs strengthening in South Sudan, and SSRC will continue to implement activities aimed at building awareness around safe motherhood, and strengthen MNCH systems and practises in South Sudan. Through its projects and programmes, the SSRC is supporting the Boma Health Initiative (BHI), and the Ministry of Health's work towards strengthening community health structures in South Sudan.

In a complex setting such as South Sudan, readily available First Aid (FA) services can help save lives, and will also help individuals and communities become more resilient in the face of emergencies or disaster. First Aid has been one of SSRC's flagship activities since the inception of the National Society, and specially trained Emergency Action Teams (EAT) operate across the country to provide FA in the communities. During the 2018-2021 strategic period, SSRC will continue to build the capacity of staff and volunteers to respond effectively in an emergency.

Goal: Improved health care services by promoting healthy and safe living through preventive and curative approach.

Key Milestones:

- Community based health activities in support of the BHI
- Respond to public health emergencies, such as cholera outbreaks
- Provide First Aid services and continuously build the capacity of staff and volunteers in FA and HCiD
- Voluntary blood donor recruitment and retention



SSRC Volunteers help a wounded person to an ambulance for treatment

Programmatic Priority 3: Water Sanitation and Hygiene (WASH)

Access to safe drinking water, sanitation, and good hygiene behaviour is fundamental to healthy living and development. Lack of access to these services puts vulnerable communities at risk for waterborne diseases, epidemics and other health hazards. South Sudan continues to face major challenges in these areas, with large populations unable to access services. Detailed data is scarce, but according to a WHO publication from 2015, only 59% have access to safe water, and 74% still use open defecation. Surveys conducted by the SSRC in different programme areas confirm this picture, and show that knowledge of what constitutes good hygiene behaviour is limited in many communities, which makes populations unable to make informed decisions and adopt practises, which could improve their health and social well-being, and avoid preventable health concerns.

The SSRC has long term experience and capacity in community based implementation of WASH programmes nationwide, and is considered a strong partner by affected communities, local and national government, and other stakeholders. By elevating WASH to a strategic focus area in its own right, SSRC wishes to signal its strong commitment to continue to work strategically with communities to improve Water and Sanitation conditions, mitigate risks, and alleviate human suffering in South Sudan.

SSRC's WASH activities are guided by the SSRC *Water, Sanitation and Hygiene Strategy* from 2014, and focus has been on strengthening the implementation of integrated programs and projects, using a holistic approach. SSRC WASH programmes combine hardware and software components, which involves the construction and rehabilitation of Water and Sanitation facilities, coupled with community capacity building for sustainable maintenance of the facilities and the promotion of good hygiene practices through Participatory Hygiene and Sanitation Transformation (PHAST), Community Led Total Sanitation (CLTS), and Children Hygiene Sanitation Training (CHAST) methodologies to communities. SSRC shall continue to leverage on this expertise over the coming four-year period, and is well positioned to further deliver high impact projects to the communities.

Goal: Reduced incidences of water-borne diseases in targeted communities by 2021

Key milestones:

- Increase water supply in communities and institutions
- Support construction of sanitation facilities in households and institutions
- Promote improved hygiene behaviour in communities
- Build SSRC WASH capacity in disaster response
- Support communities in solid waste management



SSRC Volunteers repair a borehole to provide clean water

Programmatic Priority 4: Protection

Violence and social exclusion are major humanitarian challenges that continue to affect the physical, mental, emotional and social wellbeing of individuals and communities in South Sudan. To increase a sense of safety, connectedness and hope – and to restore a sense of calm – there is a need for humanitarian actors to address and respond to the protection needs in the communities in which they work. For the purpose of this strategy, *Protection* should be understood as an umbrella term encompassing all activities aimed at fostering a culture of non-violence and peace through promoting social cohesion, community engagement, and psychosocial well-being.

When developing this strategy, it was recognised that a more strategic and holistic approach to protection work would improve service delivery, mitigate human suffering, and enhance community resilience. Hence, the SSRC will draw on its existing expertise and experience to further scale up its protection work over the coming four-year period, through activities that aim to strengthen the resilience of individuals and communities by reducing their exposure to threats such as Gender Based Violence, child abuse, intercommunal violence etc

Over the past several years, SSRC has established itself as a leading actor in the field of psychosocial support (PSS), Sexual, and Gender Based Violence (SGBV) prevention in South Sudan, and these will remain key priority areas for the National Society during this strategic period. Furthermore, the SSRC has a strong expertise in Restoring Family Links (RFL), and is uniquely positioned – through its close partnership with the ICRC – to provide RFL services to displaced communities. Going forward, the NS will work with other partners to explore opportunities to support IDPs, returnees and Migrants in a more targeted manner. SSRC will also endeavour to work in a more targeted way to promote social inclusion and a culture of non-violence and peace, by developing contextualised tools based on existing ICRC and IFRC tools and methodologies.

Goals: Improved Psychosocial well-being, enhanced SSRC capacity to reduce SGBV and promote peaceful co-existence in the target communities within South Sudan by 2021

Key Milestones:

- Provision of Psychosocial Support services to communities
- Provision of Restoring Family Links services to Internally displaced communities/people
- Develop a strategy for promoting social cohesion and a culture of non-violence and peace, including SGBV/GBV prevention
- Establish a mechanism for reporting and responding to attacks and threats against SSRC volunteers
- Mainstream a gender and diversity perspective across programming, volunteer management, and branch development
- Explore opportunities to engage in humanitarian education in emergencies
- Management of the dead during conflict or emergencies



Enabling Priority 1: Communication

In order to be able to fulfil its mission, SSRC needs to be accepted and have access to vulnerable communities. In this endeavour, effective communication is key to ensure that the Public Authorities, other humanitarian actors, and the people of South Sudan are aware of the life-saving activities carried out by volunteers across the country, as well as the role and unique mandate of South Sudan Red Cross. Active and strategic dissemination of IHL, the significance and correct use of the emblem, and the seven fundamental principles is crucial to building trust and gaining increased access in a complex environment such as South Sudan.

Goal: To increase the understanding and acceptance of humanitarian values and principles and promote a culture of non-violence and peace in South Sudan

Key milestones:

- Actively disseminate IHL and raise awareness of the fundamental principles to public authorities, communities, and other relevant stakeholders
- Develop visibility materials to support humanitarian diplomacy efforts and promote SSRC activities at HQ and branch level
- Further build on SSRC's reputation as a transparent and accountable organisation

Enabling Priority 2: National Society Development

Every organisation needs to evolve continuously in order to meet emerging needs and respond to changing trends and, since its inception, SSRC has worked closely together with their Movement Partners to strengthen organisational capacities at all levels. The 2017 National Society Development (NSD) review – as well as the 2017 NSD Framework Development workshops at branch and HQ level – highlighted many achievements to date in this regard, but also identified some key priorities for the coming years. During the period 2018 - 2021, all NSD initiatives will be guided by the NSD Framework, which has been developed to ensure a coordinated approach to NSD.

SSRC is a grassroots organisation and, as such, relies on its strong volunteer base and network – supported by competent and well-managed staff – to implement programmes and deliver services to vulnerable communities. Consequently, building strong and increasingly self-reliant branches and units is key to a well - functioning National Society and improved service delivery – and Branch Development will therefore be a main priority for SSRC during this strategic period.

Goal: A stronger National Society that is trustworthy and accountable, with increasingly well-functioning and self-reliant branches and units.

Key milestones:

- Adopt a coordinated approach to NSD, including branch development, guided by the 2018-2021 NSD Framework
- Strengthen Governance and leadership structures at all levels
- Strengthen PMER systems and practices
- Reinforce Human Resource Development procedures
- Develop solid Finance Management systems
- Develop tools and guidelines for resource mobilisation and ensure that these are disseminated and implemented at all levels
- Work to enhance the safety and security of volunteers and staff
- Develop and implement relevant strategies and policies

Enabling Priority 3: Humanitarian Diplomacy

Humanitarian Diplomacy should be understood as the process of influencing formal and informal decision-makers and opinion leaders to act, at all times, in the interest of the most vulnerable. This is a global Red Cross Red Crescent approach, which is closely linked to the organisation's special mandate and the auxiliary role, as stipulated in the 2012 South Sudan Red Cross Act.

SSRC is a neutral and impartial organisation, and does not take sides in hostilities or political matters. However, in accordance with the principle of Humanity, SSRC will always stand up to ensure respect for the human being. For each of the Programmatic priorities, SSRC will complement its service delivery activities with Humanitarian Diplomacy or advocacy initiatives as needed.

Initiatives will include, but are not limited to;

- providing guidance to the public authorities in the development of a National Disaster Law, and support in the dissemination of this law to Boma and community level
- raising awareness and advocating for an end to violence against patients, health care workers, first aid volunteers, health facilities and ambulances
- working closely with local authorities and other stakeholders to promote increased access to safe water and improved sanitation
- advocacy on protection issues

Humanitarian diplomacy involves building and maintaining strong relationships, at all times guided by the seven fundamental principles. In order to become a respected and trusted voice of vulnerable people, the SSRC will continue to work closely and strategically with partners and stakeholders at local and national level to build trust and consent for the presence and work of SSRC, and to ensure that plans and policies related to SSRC's mandate and areas of expertise have the interest of the most vulnerable at heart. Humanitarian Diplomacy is not a task reserved for senior management. All staff and volunteers are representing SSRC in their day-to-day activities, and to advocate on behalf of vulnerable populations – in line with the fundamental principles – is everybody's responsibility.

Goal: To position the South Sudan Red Cross Society as a respected and trusted voice of vulnerable populations

Key Milestones:

- Develop a Humanitarian Diplomacy strategy for SSRC
- Identify Humanitarian Diplomacy issues for each programmatic priority area
- Build the capacity of staff and volunteers to engage in Humanitarian Diplomacy
- Mainstream the Community Engagement and Accountability (CEA) approach into all programmes
- Engage in dialogue with Public Authorities, stakeholders, and the general public about SSRC's vision, mission, strategic priorities, and activities in the country
- Increase SSRC participation in relevant clusters, working groups, thematic forums etc.
- Increase the use of public media to support SSRC humanitarian diplomacy plans

Enabling Priority 4: Coordination and Partnerships

In a complex setting, such as South Sudan, coordination and partnerships are crucial to successful implementation of programmes. SSRC works closely with all relevant public authorities in line with its auxiliary role, and recognises the need to coordinate activities with other stakeholders at local and national level to avoid duplication, and to ensure maximum impact of its interventions. By expanding its network, especially at local level, SSRC can also strengthen its capacity to identify Humanitarian Diplomacy issues, develop evidence based Humanitarian Diplomacy messages, and engage with relevant stakeholder to address vulnerabilities in a more targeted manner.

Traditionally, SSRC has mostly formed partnerships within the Red Cross Movement, but it is the ambition of the National Society to increasingly explore partnerships also with non-movement actors. In forming partnerships outside of the Movement, SSRC will be guided by the seven fundamental principles and will, at all times, work in accordance with the principles of Neutrality and Impartiality in its humanitarian work.

SSRC works in close partnership with its in-country movement partners; ICRC, IFRC, and Partner National Societies. At the Council of Delegates in Sydney 2015, South Sudan was selected as a country lab for a Movement-wide initiative to Strengthen Movement Coordination and Cooperation (SMCC) and, as a result, Movement Partners have been exploring new and improved working modalities in South Sudan to ensure complementarity and a more effective humanitarian response. Through this process, a number of best practise examples have been generated – and the Movement will continue to honour the spirit of SMCC in its operations in South Sudan also during the forthcoming strategic period. Furthermore, SSRC is committed to working towards realising the resolutions from the 2017 Council of Delegates. Specifically, SSRC intends to focus on the following resolutions; *SMCC, Education related Humanitarian needs, Addressing mental health and psychosocial needs, working towards a movement approach to epidemics and pandemics, Restoring Family links, International Humanitarian Law, Power of Humanity, and Reinforcing gender equality and equal opportunities in the leadership and work of the International Red Cross Red Crescent Movement.*

Goals: The spirit and working modalities of SMCC permeates SSRC at HQ as well as branch level and strengthen partnerships with non-movement actors

Key milestones:

- Rolling out of SMCC principles and working modalities to branches
- Work towards the fulfilment of relevant resolutions from 2017 CoD
- Build and maintain strong relationships with line ministries and other relevant public authorities
- Explore partnership opportunities with non-movement actors and develop guidelines for external partnerships to be used by branches

Monitoring and evaluation

South Sudan Red Cross will set up a monitoring system to measure progress and milestone achieved in the due course of the implementation of the Strategic plan 2018 – 2021. PMER framework will guide the implementation, measuring indicators as well monitoring impact indicators. Annual reports will be generated that will indicate how the programs are contributing to the Vision and Mission of the NS

The monitoring of the strategic plan 2018 - 2021 will involve the following:

- A maximum of five indicators per each programmatic and enabling priority have been defined which will be used to help monitor overall performance in each area of work.
- The strategic plan 2018 – 2021 is designed to cover a period four years, hence Annual plans at national and branch level will be developed in accordance and operationalisation of the Strategic plan
- Each year, we will undertake a review to ensure that we are making progress on the objectives of the overall strategic plan. This review will inform the following year's action plan.
- In the final year of the strategic plan, we will undertake an evaluation of overall progress. This will be used to inform the development of the next strategic plan

Programmatic priorities and enabling priorities, Goals, and Outcomes

1. Disaster management

Goal: To achieve sustainable, operational capacities and capabilities for disaster preparedness, effective response, mitigation, and prevention leading to resilient communities

Outcomes:

- Strengthened SSRC Preparedness, and Response capacities at all levels
- Improved internal and external coordination with stakeholders
- Improved community preparedness in targeted disaster prone areas

Outcome indicators:

- % of Branches with contingency plans in place
- # of integrated response activities
- % of communities in targeted disaster prone areas with preparedness plan
- # of communities reached with disaster risk reduction, response and recovery program

Strategic Approaches:

- Further strengthen branch capacities in responding to disaster
- Develop Contingency plans, including funding mechanisms, for branches and HQ
- Community based Disaster Risk Reduction activities
- Design activities specifically aimed at addressing the effects of climate change, including awareness raising, and the setting up of Early Warning Systems
- Coordinated Emergency Response across all sectors

2. Health

Goal: Improved community health in targeted areas of South Sudan by 2021

Outcomes:

- Increased Health seeking behaviour amongst targeted groups
- Reduced incidence of selected communicable diseases in targeted groups
- Increased community knowledge on Basic First Aid
- Increased voluntary blood donations

Outcome indicators:

- % increase of people opting for and seeking conventional health care services when ill amongst targeted groups
- % decrease in the incidence of selected communicable diseases in targeted communities
- # of people trained on basic first aid
- # of people reached with FA services
- # of people donating blood through Red Cross led activities

Strategic Approaches:

- Implement activities in support of the BHI
- Respond to public health emergencies, such as cholera outbreaks

- Provide First Aid services and build the capacity of staff and volunteers in FA
- Voluntary Blood donor recruitment and retention

3. Water Sanitation and Hygiene (WASH)

Goal: Reduced incidences of water-borne diseases in targeted communities by 2021

Outcomes

- Increased access to drinking water in targeted communities
- Increased access to sanitation facilities in targeted communities and institutions
- Increased adoption of improved hygiene practices amongst communities
- Improved WASH capacity in disaster response at Branches

Outcome indicators

- # of people in targeted communities now having access to safe drinking water
- # of people of targeted communities and institutions now having access to safe sanitation facilities
- # of people adopting improved hygiene practices amongst targeted communities
- # of branches trained and equipped to respond to WASH needs in times of disaster

Strategic Approaches:

- Increase access to drinking water in communities and institutions
- Support construction of sanitation facilities in households and institutions
- Promote improved hygiene practices in communities
- Build SSRC WASH capacity in disaster response at Branch level

4. Protection

Goal: Improved Psychosocial well-being, enhanced SSRC capacity to reduce SGBV and promote peaceful co-existence in the target communities within South Sudan by 2021

Outcomes:

- Increased understanding of and support for peace building, at home, community and society
- Improved access to health and psychosocial support services for SGBV survivors and target population
- Improved skills and practice on RFL at national and branch level
- Improved mainstreaming of gender and diversity in programming

Outcome indicators:

- % of SSRC programs and initiatives on peace building and social cohesion
- % of people accessing PSS and SGBV services
- % of people linked to families
- % of SSRC programs that include gender and diversity indicators

Strategic Approaches:

- Provision of Psychosocial Support services to communities

- Provision of Restoring Family Links services to displaced communities
- Develop a strategy for promoting social cohesion and a culture of non-violence and peace, including SGBV/GBV prevention
- Management of the dead during conflict or emergencies
- Mainstream a gender and diversity perspective across programming, volunteer management, and branch development
- Explore opportunities to engage in humanitarian education in emergencies
- Coordinate and collaborate with other actors, internal/external stakeholders, public authorities, NGOs and INGOs
- Mainstreaming of key cross cutting components i.e CEA and Gender and Diversity into existing programmes

Enabling priorities

5. Communication

Goal: To increase the understanding and acceptance of humanitarian values and principles and promote a culture of non-violence and peace in South Sudan

Outcomes:

- Increased awareness of IHL and fundamental principles to government, communities, partners and stakeholders
- Increased awareness of SSRC vision, mission, and activities in the country to government, communities, partners and stakeholders
- Increased transparency and reputation of SSRC Society programs and operations

Outcome indicators

- # of stakeholders aware and informed of IHL and Fundamental Principles
- # of stakeholders aware and informed of SSRC vision, mission and activities
- # of programs, operations and have systems that mechanisms in place to improve reputation and ensure transparency

Strategic Approaches:

- Actively disseminate IHL and raise awareness of the fundamental principles to Government, communities, and other relevant stakeholders
- Develop visibility materials to support and promote SSRC activities at HQ and branch level
- Further build on SSRC's reputation as a transparent and accountable organisation

6. National Society Development

Goal: A stronger National Society that is trustworthy and accountable, with increasingly well-functioning and self-reliant branches and units.

Outcomes:

- Improved NSD coordination in national operations and programming
- Comprehensive and consultative branch development strategy
- Improved accountability at all levels

Outcome indicators:

- % of SSRC programs and operations aligned to the NSD framework
- % of Movement partners actively contributing towards the realization of the NSD framework
- Branch development strategy developed and rolled out
- % of branches with risk management procedures in place

Strategic Approaches:

- Adopt a coordinated approach to NSD, including branch development, guided by the 2018-2021 NSD Framework
- Strengthen Governance and leadership structures at all levels
- Strengthen PMER systems and practices
- Reinforce Human Resource Development procedures
- Develop solid Finance Management systems
- Develop tools and guidelines for resource mobilisation and ensure that these are disseminated and implemented at all levels
- Work to enhance the safety and security of volunteers and staff
- Develop and implement relevant strategies and policies

7. Humanitarian Diplomacy

Goal: To improve capacity of SSRC staff in humanitarian diplomacy to position the national society as a voice of vulnerable populations in South Sudan by 2021

Outcomes:

- SSRC has a humanitarian diplomacy strategy
- Increased capacity of volunteers and staff in humanitarian diplomacy
- Increased participation and representation of SSRC in humanitarian diplomacy forums/initiatives

Outcome indicators

- Humanitarian diplomacy strategy developed and rolled out
- # of staff and volunteers (desegregated by sex) trained and engaged in humanitarian diplomacy activities
- # of Humanitarian diplomacy fora in which SSRC is actively engaged

Strategic Approaches:

- Develop a Humanitarian Diplomacy strategy for SSRC
- Identify Humanitarian Diplomacy issues for each programmatic priority area
- Build the capacity of staff and volunteers to engage in Humanitarian Diplomacy
- Mainstream the Community Engagement and Accountability (CEA) approach into all programmes
- Engage in dialogue with Public Authorities, stakeholders, and the general public about SSRC's vision, mission, strategic priorities, and activities in the country
- Increase SSRC participation in relevant clusters, working groups, thematic fora etc.

8. Coordination and Partnerships

Goals: The spirit and working modalities of SMCC permeates SSRC at HQ as well as branch level and strengthened partnerships with non-movement actors

Outcomes:

- Strengthened collaboration amongst Movement Partners (SMCC)
- SSRC programs aligned with the relevant resolutions from the 2017 Council of Delegates meeting
- Strengthened relationships with line ministries and public authorities
- Increased partnership with non-movement actors

Outcome indicators

- # of joint Movement initiatives. (One country Plan, Joint contingency plan, one reporting template etc)
- % of SSRC programmes aligned to relevant 2017 CoD resolutions
- # of joint fora/initiatives with public authorities and line ministries
- # of new partnerships with non-movement actors

Strategic Approaches:

- Rolling out of SMCC tools to branches in the spirit of one Movement approach
 - Work towards the fulfilment of relevant resolutions from 2017 CoD
 - Build and maintain strong relationships with line ministries and other relevant public authorities
- Explore partnership opportunities with non-movement actors and develop guidelines for external partnerships to be used by branches