Roadmap for the Creation of a Child Helpline in the Republic of South Sudan

Amplifying the Collective Voice of Children and Young People for Global Change

By Laura Brinks Janssen for Child Helpline International
Roadmap for the creation of a child helpline in the Republic of South Sudan

www.childhelplineinternational.org
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Date: December 2015
Executive Summary

This document serves as a roadmap for the creation of a child helpline in the Republic of South Sudan, prepared by Child Helpline International (CHI) under the Dutch Government funding MFS-II via ConnqctNow! Alliance led by War Child Holland. In 2011, a commitment was made between War Child Holland, Child Helpline International, Free Press Unlimited, T-Mobile, and TNO to unite their complementary expertise and experience in the areas of technology, knowledge, research, and commerce to reach, support and activate children and young people living in conflict-affected regions.

CHI is a global member network of child helplines working to protect the rights of the child. As one of the largest collective impact movements in the world, CHI works in around 145 countries, founded on the belief that children and young people not only have rights, but that they alone are the best individuals to identify their problems when equipped with the proper tools. CHI supports the creation and strengthening of national toll-free child helplines worldwide, and uses child helpline data and knowledge to highlight gaps in child protection systems and advocate for the rights of children.

As a core principle of CHI’s work; local buy-in for the creation and establishment of a child helpline of key-stakeholders and partners is a necessity; including the sensitisation and involvement of community leaders. The Ministry of Gender, Child and Social Welfare of South Sudan is CHI’s partner locally, and in partnership with the ConnqctNow! Alliance have been focussing on capacity building, peer-to-peer exchanges with other helplines, and general awareness of raising the importance of a child helpline as a component of the national child protection system in South Sudan.

All stakeholders contacted during the research were enthusiastic about the concept of a child helpline in the Republic of South Sudan.

This roadmap was developed after a visit to the Ugandan Child Helpline Sauti 116 in Kampala, Uganda and through a feasibility study with child protection stakeholders in Juba, Republic of South Sudan. The main recommendation for a child helpline in the Republic of South Sudan is an initial national city-based pilot, to be expanded with satellite centres. This recommendation will allow for a city with relative peace to set up a child helpline and offer room for expansion as the situation changes. There are many challenges in the South Sudan context, including security and peace, diverse cultural difference and low accessibility of phones.

The location of the call centre is recommended to be either in Juba or Rumbek, this to be further researched in the preparatory phase. The Budget section that discusses funding advice, includes discussions with stakeholders and would ensure that the child helpline is embedded in national budgets. The Personnel section recommends an initial seven staff members for the city-based helpline. The counsellors should find ways to cover the majority of languages spoken in the city, be culturally sensitive and understand the local context. The child helpline is recommended to be open from 12:00-20:00 initially, allowing for school, prayer, house- and field-work schedules. The Promotion section recommends activities carried out by the personnel and some suggested approaches to outreach and awareness raising in government institutions and civil society.

The Planning section this offers a timeline for the pilot phase. The planning timeline theory is circular, allowing for guidance when the Child helpline is preparing to scale-up and develop beyond the pilot. The planning offers a rough guide, and it is by no means all encompassing. At the same time, it is a strong indication of the work to be done during the preparation and initial pilot phase of a child helpline for the Republic of South Sudan.

In conclusion, this document aims to support, guide and offer practical tools and recommendations for the setting-up of a National Centralised City-Based Pilot child helpline by the Ministry of Gender, Social and Child Welfare of the Republic of the Republic of South Sudan, or other stakeholders, when the national context allows for it. For further information, the Ministry of Gender, Social and Child Welfare of the Republic of the Republic of South Sudan or Child Helpline International can be contacted (info@childhelplineinternational.org).
Introduction

The roadmap for setting up a child helpline in the Republic of South Sudan is developed by Child Helpline International (CHI) to act as a core-document for the national government or other actors to set up a child helpline. This was made possible by the ConnectNow Alliance funded by the MFS-II funding mechanism of the Dutch Ministry of Foreign Affairs running from 2011-2015.

Child Helpline International Foundation (CHI) is the global network of 183 organisations in 142 countries (December 2015), which together receive over 14 million contacts a year from children and young people in need of care and protection. CHI supports the creation and strengthening of national toll-free child helplines worldwide, and uses child helpline data and knowledge to highlight gaps in child protection systems and advocate for the rights of children. CHI is a membership organisation.

In 2011 War Child Holland, Child Helpline International, Free Press Unlimited, T-Mobile, and TNO joined forces in the ConnectNow Alliance. The commitment is unite complementary expertise and experience in the areas of technology, knowledge, research, and commerce to reach, support and activate children and young people living in conflict affected areas.

As a foundation, local buy-in for the creation and establishment of a child helpline of key-stakeholders and partners is a necessity for the success of a child helpline. The Ministry of Gender, Child and Social Welfare of the Republic of South Sudan is CHI’s member, and together within the Alliance have been focussing on capacity building, peer-to-peer exchanges with other helplines, and general awareness raising of the importance of a child helpline as a component of the national child protection system in the Republic of South Sudan. The research was carried out in-country by Ms. Laura Janssen, a consultant for CHI, who conducted a two day visit to the Child Helpline ‘Sauti’ in Kampala, Uganda and a 2.5 week visit to Juba, South Sudan. This document has been written as much as possible to be applicable after changing circumstances in the Republic of South Sudan.

Chapter One provides the necessary background information on child protection and the situation in the Republic of South Sudan, as well as the two actors driving this research into setting up a child helpline, the Ministry of Gender Child and Social Welfare and Child Helpline International.

Chapter Two consists of a Business Plan presenting the current optimal format for a child helpline. The main findings of the research are presented in this chapter, while at the same time providing information on how they can be operationalized. Additionally, the Business Plan included in this section can also be used as the basis for a fundraising document.

Chapter Three presents scaling-up and other activities the child helpline can undertake in time, beyond the traditional phone line, such as outreach through motorbikes or a bus and helpline forms.

Chapter Four offers some final thoughts relating to the creation of a child helpline in the Republic of South Sudan, and primarily discusses the current context and obstacles toward the creation of a child helpline.

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1 For more information see Annex Two, including a few key CHI documents were consulted, namely “How to Build a Child Helpline Manual”, “Role of Child Helplines in Emergencies”, and “Counselling Practices Guide” (Please see Annex Two).
Chapter One: Background Information

A child helpline is a telecommunication and outreach service for children in need of care and protection. A child helpline provides direct services, such as counselling and emergency assistance and links children to long-term services. It is preferably accessible around the clock and free of cost, enabling children to contact someone in any emergency situation, to express their concerns and talk about the issues directly affecting them. The core principle of a child helpline is the protection of children.

In order to set up a child helpline in the Republic of South Sudan all actors need a clear understanding of child protection and the local context. This section presents the understanding of child protection and introduces the main actor of the helpline, the Ministry of Gender, Child and Social Welfare (MGCSW) of the Republic of South Sudan, and touches upon the context-specific child protection situation, based on collaboration with the different stakeholders in the country.

1.1 Child Protection

The internationally recognised framework for child protection is the United Nations Convention on the Rights of the Child (UNCRC) and is the most rapidly and widely ratified international human rights treaty in history. The Convention changed the way children are viewed and treated; as human beings with a distinct set of rights instead of as passive objects of care and charity. The convention defined a ‘child’ as a person below the age of 18. The unprecedented acceptance of the Convention clearly shows a wide global commitment to advancing children’s rights.

The UNCRC consists of 41 articles, each of which details a different type of right; not ranked in order of importance, instead they interact with one another to form one integrated set of rights. Often the articles are grouped together under the following themes:

1. **Guiding Principles**: The guiding principles of the Convention include non-discrimination; adherence to the best interests of the child; the right to life, survival and development; and the right to participate. They represent the underlying requirements for all rights to be realised.

2. **Survival and Development rights**: The Survival rights include the child’s right to life and the needs that are most basic to existence; nutrition, shelter, an adequate living standard and access to medical services. The Development rights include the right to education, play, leisure, cultural activities, access to information and freedom of thought, conscience and religion.

3. **Protection rights**: ensure children are safeguarded against all forms of abuse, neglect and exploitation, including special care for refugee children; safeguards within the criminal justice system; protection in employment; protection and rehabilitation after exploitation or abuse of any kind.

4. **Participation rights**: encompass children’s freedom to express opinions, to have a say in matters affecting their own lives, to join associations and to assemble peacefully. As their capacities develop, children should have increasing opportunity to participate in the activities of society, in preparation for adulthood.

The equality and interconnection of rights are stressed in the Convention. In addition to governments’ obligations, children and parents are responsible for respecting the rights of others—particularly each other. Children’s understanding of rights will vary depending on age and parents in particular should tailor the issues they discuss, the way in which they answer questions and discipline methods to the age and maturity of the individual child.

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2 CHI, Howto Build a Child Helpline Manual, [http://www.childhelplinenational.org/media/53572/how_to_build_a_child_helpline_manual_final_e.pdf](http://www.childhelplinenational.org/media/53572/how_to_build_a_child_helpline_manual_final_e.pdf)


1.2 Ministry of Gender, Child & Social Welfare of the Republic of South Sudan

The Ministry of Gender, Child and Social Welfare of the Republic of South Sudan⁶ (MGCSW) is the lead government agency related to issues of child protection. The MGCSW operates at a national level in the Republic of South Sudan and delegates responsibilities to the state-level Ministries of Social Development⁷.

The core values to which the Ministry aspires are team work, integrity, respect, gender responsiveness and equality, quality services and equity.⁵ The Ministry is responsible for the formulation and implementation of policies and legislation for the promotion of gender equality, women’s empowerment, child protection and welfare, as well as social protection and welfare in the Republic of South Sudan. The child related core-functions of the Ministry consists of developing national policies, standards, action plans, guidelines and programmes for the promotion of child, and social welfare and managing programmes and institutions for children and social welfare.

MGCSW Vision

“Contribute towards the attainment of a just, peaceful, inclusive and equitable society”

MGCSW Mandate

“To provide policy guidance, effective service delivery coordinate, facilitate, monitor and evaluate gender equality, women’s empowerment, the rights of children, persons with disabilities and other vulnerable groups”

The MGCSW comprises of five Directorates which are: Gender, Child Welfare, Social Welfare, Planning Research Documentation and Administration. The Directorate of Child Welfare was established to specifically to deal with children’s affairs fulfilling the government’s constitutional mandate to protect children and ensure that their rights are not infringed according to chapter 17 of the Transitional Constitution of the Republic of South Sudan.⁸

The MGCSW has initiated programmes surrounding child protection issues in the country, and the creation of a child helpline will reinforce and strengthen these initiatives. Within the ministry, the project for the creation of a child helpline is taken up by the Department of Child Welfare that falls under the Directorate of Child Welfare, the primary child protection authority within the Government of South Sudan (GoSS). The Child Welfare Directorate also focuses on setting up a Diversion Scheme, where child offenders are channelled away from the formal judicial proceedings towards a different way of resolving the issue. The Directorate is also active in developing Legal and Police Frameworks⁹. Another activity taken up by the Directorate is the “Child Mobilization Initiative” aimed at protecting the rights and welfare of the children living and working on the streets nationally, ultimately for the rehabilitation and resettlement back into communities. The goal of the Directorate is to have a country free of children working and living on the streets.¹¹

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⁶ The Ministry was created in 1994 when the first SPLM Convention in Eastern Equatorial state formed a Secretariat of Gender and Child Welfare; subsequently transformed into the Ministry of Gender, Social Welfare and Religious Affairs following the CPA in 2005. In 2010 this ministry was renamed to the current Ministry of Gender, Child and Social Welfare (MGCSW) in 2010.
⁷ As Juba acts both as the nation’s capital and the State capital of Central Equatoria, it has two Ministries; the National Ministry of Child and Social Welfare and the State Ministry of Social Development.
1.3 Child Protection in South Sudan

The child protection situation in the Republic of South Sudan has seen two phases, divided by the 2013 civil unrest\(^2\). Before December 2013, the protection of children was improving significantly. Both national and international actors had started moving towards more development-oriented programming. The crisis of 2013 nullified these efforts; the conflict and displacement threaten the protection of, amongst other groups, children. The challenges which the conflict poses to children consist of the six grave human rights violations as found by UNICEF and UNMISS (UN Mission in South Sudan) (see text box). The conflict also orphaned and separated children from their caregivers.

In addition to the conflict-related challenges to child protection, the culture and custom in the Republic of South Sudan pose significant risks to children. Caregivers are seldom aware of the rights that children have in law. The deeply engrained harmful practices toward children in South Sudanese culture, such as early and forced marriage, are not easily changed. Other customs threatening the protection of children are often not even recognised as impingements on children’s rights; such as corporal punishment (both at schools and at home) and early school leavers to take up family or household responsibilities. Additionally, many tribes in the Republic of South Sudan are very distrustful towards others and in some cases towards extended families. This custom translates into a desire to solve problems within the family or immediate community.

Reporting cases of child abuse is almost imperceptible by communities and is definitely frowned upon and not accepted as a norm; this fact makes it difficult for children and young people to address harm inflicted upon them and violations of their rights. Added to this are the challenges of mobile penetration and connectivity, with limited phones available in rural areas and no existing phone network which covers the whole country.

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\(^2\) The civil unrest, also referred to as the South Sudanese civil war, is between government and opposition forces that started 15th December 2013, and is still ongoing.
Where children’s rights are breached, the South Sudanese formal and informal Government structures are also not able to fulfil their responsibility towards children due to the ongoing conflict. The international organisations and non-governmental organisations (INGOs and NGOs) have been able to contribute to child protection, but these actors are constrained by their mandates, security considerations and donor requirements. This has affected where these organisations work and which activities they do. As a result of all of the above, the child protection situation in the Republic of South Sudan differs greatly between, and even within, States.

Peace is a prerequisite to improve child protection in the Republic of South Sudan. It must be noted that even with peace, much work needs to be done. UNICEF estimates that there are currently between 15,000 and 16,000 children fighting in the army opposition, or rebel forces. The disarmament, demobilization and reintegration (DDR) committees estimate that it will take up to four years to disarm, demobilise and reintegrate these children, and other surplus soldiers, back into society. The former child soldiers, as well as many other children in the Republic of South Sudan, are severely traumatised and will need extensive psychosocial support to recover from the war. Strengthening of the Government’s child protection systems and referral mechanisms will positively contribute to child protection in the Republic of South Sudan. In addition to this, extensive awareness raising needs to be undertaken nationally to make both children and their caregivers aware of the rights of the child, as enshrined in the 2008 Sudanese Child Act.

The Government of South Sudan has ratified the UNCRC and is in the process of ratifying the two General Protocols of UNCRC. The 2013 civil unrest makes it difficult for the Government to ensure child protection, especially in rebel held areas as the formal Government structures are in place but do not function optimally due to the ongoing fighting and displacement.

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13 Formal Government only has limited capacity in the lower administrative units of the country. The power and authority of informal Government structures has remained more or less constant, but the practices of informal authorities at times lacks awareness of children’s rights and what constitutes child abuse.

14 One result of donor driven programming is the higher concentration of child protection actors in the three most war-affected States (Unity, Jonglei and Upper Nile State). Regardless of donors’ effects on child protection programming, some States have only few child protection actors, with the Greater Bahr el Ghazal area not being covered at all. This is problematic as some actors have indicated higher child abuse cases in those States without child protection actors. It must be noted however, that Rumbek, the State capital of Lakes State within the Greater Bahr el Ghazal region, has the first and only Children’s Court.

15 The 2008 Sudanese Child Act has also been adopted upon the independence of South Sudan in 2011.
Chapter Two: Business Plan for the creation of a child helpline in South Sudan

The proposed business plan below is for the creation of a child helpline in the Republic of South Sudan. The document is based on the following considerations:

- Context as outlined in Chapter One,
- The consultants visit the Uganda Child Helpline ‘Sauti 116’,
- A feasibility study conducted in Juba, South Sudan, Relevant CHI reports and manuals
- Extensive consultation with the Ministry of Gender, Child and Welfare of the Republic of South Sudan.

The purpose of the business plan for the proposed child helpline is twofold;

1. To offer a researched and informed roadmap for the proposed child helpline
2. To act as a business document for prospective funders and stakeholders

It is important to mention the need to revisit this business plan with key stakeholders at the moment the creation of a child helpline becomes a reality, as the proposal is based on the situation in-country at the time of the research visit (December 2015). It is also important to mention that security considerations have influenced many decisions in the proposed plan.

2.1 Product – Pilot Child Helpline

The recommendation of this report is to set up a National Centralised City-Based Child Helpline with satellite centres in each of the ten States. This business plan shares the details of such a child helpline with the support of CHI manuals, along with specific recommendations and details to establish the city-based pilot.

In agreement with the MGCSW’s vision, a centralised system, similar to that in the Republic of Uganda, is recommended for the Republic of South Sudan. This structure allows for optimal oversight, data collection and analysis, case management and quality control regarding operations, and the service offered considering the situation. Satellite centres are recommended in each State that will allow for, amongst others, local walk-ins, to handle escalated cases on-site and support outreach. Within the city-based helpline (security and funding permitting), non-phone based approaches could be added to their activities, such as the three examples presented in Chapter Three.

Given the challenges of ongoing instability within the Republic of South Sudan at the time of writing, a few different options could be envisioned for the helpline:

- It was considered to have a more de-centralised structure with a call centre in each state for example, in addition to focussing on non-traditional (not phone-based) approaches, such as motorbike outreach.

- Initially, five smaller scale helplines were under consideration, to be set up in the five states where the Government has secured peace and mobile coverage. With this option, eventually all ten South Sudanese states will set-up a call centre and when there is the necessary stability and peace.

The benefit of the decentralised structure is that the helpline will be more connected to the communities in each state and more independent when tailoring call centre operations to their communities; including the language spoken and the understanding of the needs of the community. Referral pathways would also be shorter and likely to be more effective. It may also be easier to recruit counsellors from the particular communities in each state, rather than have a representative member of staff per state in just one city.

The difference between a centralised and decentralised structure relates to their reach in Phase Four, Operational-II phase (see Annex 1 Timeline Theory).
While the centralised option will have only one physical location, with a call centre and case management unit covering the whole country and smaller satellite centres, the decentralised option will have ten helplines each covering one state. This is an intensive approach as setting up an efficient call centre is cost and time-intensive. The pilot phase of this option would entail setting up only one helpline in one state capital, just as we are proposing for the centralised structure. As such the pilot proposal allows for the decentralised structure to be put in place also.

2.1.a Stakeholders Involvement

Initially, local buy-in of key-stakeholders and partners is a necessity for the creation and establishment of a child helpline. This especially includes the sensitisation and involvement of community leaders. The Ministry of Gender, Child and Social Welfare (MGCSW) of the Government of the Republic of South Sudan (GoSS) has shown great commitment to improving the child protection situation. They are also in favour of setting up a city-based child helpline in Juba or Rumbek, which can be expanded after the pilot phase. The Government indicated that if they continue to experience financial restraints, they will most likely not be able to provide immediate service delivery. In this scenario, the setting up of a child helpline could be established by other child protection stakeholders or humanitarian actors.

The primary stakeholders of a child helpline are the children. The helpline should ensure easy access for all children to call and receive counselling, report abuse, or address any other issue relevant to them. For a child helpline to be optimally effective, there must be a foundation for children to:

- Be aware of their rights
- Be aware and understand the nature of abuse
- Be confident and aware of how to report abuse
- Have the means to access the child helpline

A second important group of stakeholders are children’s caretakers and the community at large. Traditionally, clan and community leaders as well as chiefs and other respected elders play a key role in soliciting support for the helpline from this group of stakeholders (please see section 2.5 Promotion for more information).

All remaining stakeholders consist of those who can support and facilitate the creation and existence of the child helpline:

- Government (including the different Ministries, the police and the SPLA)
- International Organisations (such as UN bodies, IOM, and the ICRC)
- International and National Non-Governmental Organisations (united by the NGO Forum)
- Faith-based Organisations
- Civil Society Based Organisations

Decisions need to be made on whether the helpline will be Government-led or led by an International Organisation (such as, for example, UNICEF), an International NGO (such as Save the Children International) or a National NGO (such as Street Children Aid). The Government itself indicated the benefits of an international organisation of INGO taking the lead, namely relating to secured funding and initial sustainability of the approach. UN actors, though willing to set up and manage the helpline initially, indicated the helpline should be Government-led, while other actors indicated the necessity for a partnership arrangement.

All stakeholders contacted during the research were enthusiastic about the concept of a child helpline in the Republic of South Sudan. It was also mentioned that many preparatory activities relating to the helpline can be set up prior to the actual helpline being operational. These activities including training of counsellors, raising awareness on children’s rights and the necessity of reporting abuse and strengthening Governmental and local referral activities. However, during the research, different stakeholders also shared the opinion that this may not be the most opportune time to set up a child helpline; due to the ongoing crisis (explain), the limited Government capacity, and the lack of access and phone coverage in some parts of the country. These stakeholders estimated that the feasibility of setting up the helpline ranged from 10 to 25 years.

The table below offers recommendations for the Government and other stakeholders, relating to the setting up of a child helpline in the Republic of South Sudan. These are actions that are advised to be taken prior to tackling the creation of a national centralised child helpline.
### TABLE 1: GOVERNMENT

<table>
<thead>
<tr>
<th>Topic</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rights</td>
<td>Disseminate the 2008 Child Act more widely than has been done so far. The Child Act should also be adapted in such a way that illiterate people can also acquire the information within it.</td>
</tr>
<tr>
<td></td>
<td>Improve implementation of Child Act</td>
</tr>
<tr>
<td></td>
<td>Strive towards peace</td>
</tr>
<tr>
<td>Capacity</td>
<td>Increase capacity of Formal and Informal Government officials</td>
</tr>
<tr>
<td></td>
<td>Create a Technical Working Group in which child protection experts from all Ministries dealing with children (such as Education, Health, Labour but also the Ministry of Defence) meet on a regular basis to discuss child protection issues raised by the helpline</td>
</tr>
<tr>
<td></td>
<td>Create a Forum attended by all major CP actors to discuss issues raised by the helpline</td>
</tr>
<tr>
<td></td>
<td>Examine case studies of the implementation and operation of the helpline in neighbouring countries</td>
</tr>
</tbody>
</table>

### TABLE 2: OTHER STAKEHOLDERS

<table>
<thead>
<tr>
<th>Topic</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>Raising large scale awareness of the activities of the helpline, the use, and accessibility</td>
</tr>
<tr>
<td></td>
<td>In cases where children do not have access to phones, non-phone helplines to be developed</td>
</tr>
<tr>
<td>Secondary</td>
<td>Sensitize traditional, clan and community leaders, chiefs and respected elders to the helpline</td>
</tr>
<tr>
<td>Tertiary</td>
<td>Contact UNOCHA for access to the SWs database showing where organisations are working</td>
</tr>
<tr>
<td></td>
<td>Contact UNOCHA to get the contact details of the Cluster Leads</td>
</tr>
<tr>
<td></td>
<td>Contact the Cluster Leads for more information on all actors working in different locations on different issues</td>
</tr>
<tr>
<td></td>
<td>Use Stakeholder’s Questionnaire to Collect Referral Information from the interviewed Stakeholders</td>
</tr>
</tbody>
</table>

### 2.1.b Structure

The **National Centralised City Based Child Helpline** is recommended to have the following elements:

- A nation-wide 3-digit phone number - ideally 116\(^{16}\)
  
  *Pilot Phase*: ideally 116, toll free for caller and child helpline, with city-wide coverage

- The child helpline is available 24-7
  
  *Pilot Phase*: the opening hours to be limited initially, and based on research done in the area in which the child helpline will be operational

- A operational call centre with:
  
  - Data storage and software system and accompanying hardware; laptops, computers, phones
  - Counsellors who speak all major languages
  - *Pilot Phase*: with limited counsellors,
    
    - attempt to offer as many languages as possible
    - be culturally sensitive to the ethnic, gender, and tribal differences
    - able to carry out outreach and awareness raising activities
    - all counsellors will need skills to carry out these activities

- A central case management unit handling escalating and difficult cases that can be referred to satellite centres in each state. Staff in these centres will be more aware of local custom and culture and have a better connection with the communities
  
  *Pilot Phase*: a small working case management unit without satellite centres, but a referral system in place with what is available in the chosen city at that time

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\(^{16}\)The child helpline number of 116 has been widely adopted and is advocated as the universal child helpline number by child helplines internationally. Children need the opportunity to receive help at all places and at all times. Most children cannot afford to pay for the calls, especially marginalised and impoverished children. A free of cost, short digit number is fundamental in order to provide children with access to counselling and appropriate referrals within the child protection services available in their country. Experience shows that child helplines that have toll-free numbers receive ten times more calls on average than child helplines that do not. From: Child Helplines and Telecoms Toolkit CHI.
• Office space: for Director and Manager, call centre with counsellors, meeting/relaxation room, server room (air-conditioned for protection), space, space for walk-ins, signs outside for visibility and for walk-ins
  
  **Pilot Phase:** minimum space needed for the size of staff, server room required

• Outreach and awareness raising activities at central and state-level at satellite centres
  
  **Pilot Phase:** essential to carry out at city-level only

• Operationally a good governance model, strong policies and processes in place (from procurement to gender element); ideally with CHI support, such as CHI’s organisational self-assessment “Principle Standard and Assessment” tool and various published and available manuals

• Satellite centres in each state; when coverage, demand, and the situation allows
  
  **Pilot Phase:** no satellite centres, focus on city-based helpline

• Incorporate non-phone-based elements to increase awareness of children’s rights and the necessity to report abuse and neglect; such as outreach through motorbikes and helpline forms
  
  **Pilot Phase:** can be assessed after pilot is established and if funding and security allow

### 2.1.c Operationalisation Pilot

**Case Management Unit:** One aspect which all actors emphasised during the feasibility study is that a helpline in the Republic of South Sudan should be able to provide protection to children. At the core of a child helpline is its Call Centre and Case Management Unit with a referral system. The Case Management Unit receives and responds to calls and tackles cases that need further action, such as counselling, police intervention, or referral support.

It is recommended that in the Operational (pilot) phase I, the helpline is initially set up without a Case Management Unit. Firstly, it should be determined how many cases are presented to the helpline on a daily basis and whether or not counsellors can deal with cases themselves (with the assistance of the allied system to which they can refer cases). After the pilot phase it can be determined whether a Case Management Unit is necessary. Opening hours of the pilot child helpline with likely six to nine calls a day is recommended 12:00-20:00, allowing for a one hour overlap with the schools. This would allow children to approach teachers (one of the figures they often regard as trustworthy) and either report any abuse or ask for the phone to report abuse at the helpline.

<table>
<thead>
<tr>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Take existing case management systems as a basis for the case management system</td>
</tr>
<tr>
<td>Get better overview of case management capacity of actors in the field</td>
</tr>
<tr>
<td>Ensure culture and context are included when doing case management</td>
</tr>
<tr>
<td>Research whether the Inter-agency standing committee case management system would be useful for the helpline; it is beneficial that many staff in the Republic of South Sudan are already familiar with this system</td>
</tr>
<tr>
<td>If the Inter-agency standing committee case management system is going to be used, referral pathways need to be clarified and accountability increased</td>
</tr>
<tr>
<td>Investigate whether the existing databases and related case management system can be adapted to include the requirements of the helpline</td>
</tr>
<tr>
<td>Investigate if the helpline can assist in strengthening the case management work for referral partners</td>
</tr>
<tr>
<td>Assist in teaching organisations to interact and share services with each other</td>
</tr>
</tbody>
</table>

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17 The Case Management Unit would deal with cases which are too difficult for the counsellors to deal with by the case management Unit. (??)

18 These calculations are based on figures presented by the 2015 CIA Factbook, for the Republic of South Sudan. In this example Juba has been chosen for the city-based helpline as the Factbook presents figures for this city. See section 2.3 Personnel for further information on these calculations.
Referral System: A partnership between Government and non-Government actors regarding establishing a well-organised referral system is essential to the child helpline. This acts as a strong component within the larger Child Protection system in the Republic of South Sudan. The Resource Directory list shows that a number of the consulted actors could take on referral activities if the helpline is set up in Juba. The resource directory shows the protection activities done at the different levels and where possible, diversified across different administrative units. This can be used as a starting point to map out (potential) referral partners.

Different referral mechanisms are possible when setting up the city based helpline: Formal Government (National Ministries, State Ministries, Governors, Commissioners, Payam Administrator, Boma Administrator); Informal Government (Paramount chief, chief, sub-chief, traditional leaders, village elders); UN bodies, including UNMISS; (I)NGOs.

<table>
<thead>
<tr>
<th>Challenge/Topic</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government limited capacity</td>
<td>Strengthen Government child protection capacity at State level and at lower administrative levels, such as district- and payam-level what are payam and Boma?</td>
</tr>
<tr>
<td>No Official Referral channels</td>
<td>Identify trusted and trustworthy focal points in communities that could act as link between communities and NGOs and who could do referral activities</td>
</tr>
<tr>
<td></td>
<td>Social Organisations and child protection Committees at community level can also be linked to NGOs for referral activities</td>
</tr>
<tr>
<td></td>
<td>Improve referral capacity of local partners</td>
</tr>
<tr>
<td></td>
<td>Work with organisations such as UNICEF and Save the Children International to develop referral pathways and capacity in the Opposition areas</td>
</tr>
<tr>
<td>Traditional Justice Mechanisms</td>
<td>Raise awareness on children’s rights, their right to report and what constitutes child abuse to counter the sometimes child unfriendly (punitive) nature of these traditional justice mechanisms</td>
</tr>
</tbody>
</table>

Data Collection: Child helplines are crucial drivers of system transformation given that, more than any other child protection service, child helplines have direct access to invaluable insights on children’s lives. These insights are expressed by the children themselves, identifying the most immediately important issues in their lives and response through psycho social support, referrals and interventions. The well-documented information gathered from contact made by children and young people to child helpline services can support government and child protection agencies in South Sudan in improving their national child protection systems through adopting measures, such as policy and legislation reforms and developing better monitoring tools.

Software, the database system and confidentiality are the structural backbone to the operation of a child helpline. Often child helplines use custom made software that fits their context and budget. It should be further researched when necessary which software system will fit the budget and specific context of the Republic of South Sudan and is the software used by Uganda child helpline could be a starting point in this instance and it is recommended that this should be looked into.

In relation to the database serving a child’s best interest, the database system should create a call ID, and also create case IDs. A situation could exist in which a child is physically abused on a re-occurring basis. When this happens this does not technically constitute a follow up case because there are different instances and the abuse might take different forms. However, it is important to record the fact that the abuse happens recurrently and a case ID would be useful.

Confidentiality: Child helplines operate under the trust that their call, personal stories and information is confidential from the moment a child or adult calls the child helpline. It is essential that strong confidentiality protocol is in place and shared during outreach and awareness raising activities.

In the context of South Sudan, where a history of conflict determines and influences the current preparedness to share information between tribes, different communities, governments and stakeholders, it is particularly important to address confidentiality. It is generally accepted and common for there to be distrust between tribes in the Republic of South Sudan and between tribes and the Government of South Sudan. Currently, a Government led mechanism collecting information amidst ongoing civil conflict, may not be tolerated in the rebel-held areas. The confidentiality and trust issue may be less of a problem

19 The list is far from inclusive and might, by non-intentional omission, have left out important activities of the organisation. Please contact the MGCSW of CHI for this Directory. As it includes phone numbers and details it has been left out of this document.

20 The Government has no access in the States ruled by the Opposition. Only in a few States are Governmental social workers working at county level and below. The Formal Government does not have much power at the Boma level. Often they lack an office and budget. Therefore a visible Government is lacking in many Bomas.
should a more independent organisation, such as UN/(I)NGO, leads and owns the child helpline and its database. Whichever organisation runs the helpline in the Republic of South Sudan, the challenge of maintaining the security of the online, as well as the hard copy data, should be closely maintained at all times.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Database System</td>
<td>Research whether the database system used by other CHI members would be suitable for the Republic of South Sudan</td>
</tr>
<tr>
<td></td>
<td>The database system should be able to create both caller and case IDs</td>
</tr>
<tr>
<td></td>
<td>The child helpline would be more easily accepted if it were UN/NGO led during ongoing crises</td>
</tr>
<tr>
<td>Confidentiality</td>
<td>Confidentiality of hard and soft copy information should be assured before the child helpline become operational</td>
</tr>
</tbody>
</table>

**Stakeholders’ findings, referral system and case management:** At the time of writing, there were some essential actors involved in child protection and activities. The actor(s) concerned thought that partners could benefit from their learning. Please find some of this below:

Non Violent Peace Force also has a case management unit. Also based on the IASC structure. Important aspects of a case management system include informed consent, correct understanding of the cases, inclusion of culture and context, identification of priority cases and the way of interacting with children. The different steps within the case management system are: 1) identification, 2) registration, 3) assessment, 4) case plan, 5) monitoring and 6) case closure. Referral pathways need to be clarified and accountability increased.

UNICEF and UNMISS, together with a number of other partners, are active within the Monitoring and Response Mechanism (MRM). This Mechanism records instances of the Six Grave Human Rights Violations against children. MRM is not suitable as a case management system for the helpline as it only pays attention to conflict related issues and concerns.

SCI has a case management unit, but points out that many organisations do not have the capacity to run such a unit, as it is very expensive. Case management, according to SCI, needs specific software and training. People then need to go out and collect the necessary information, referring cases on where possible, but checking from beginning to end that all service providers have sufficient funding to complete the tasks they are responsible for. SCI is responsible for the FTR database and manages this on behalf of the Ministry.

Many organisations are engaged in case management but not that many have a strong case management unit. Possibly the helpline can assist in strengthening the case management work within the referral partners. Helpline could also assist in teaching organisations to interact and share services with each other. The helpline could strengthen organisations’ internal case management capacity. This could be done instead of introducing the helpline form.

There are not that many social organisations in the communities, but there are a few such as women associations, women peacekeeping teams (WPF), and children (HR/Democracy) clubs. Communities prefer solving cases through the Traditional Justice Mechanisms but these are not always very child friendly. Additionally, Interos and Non Violent Peace Force mentioned it is possible to identify and train vocal points in villages to which children can report any problems they might have. These vocal points can then be linked to NGOs in the region and referrals goes through those NGOs.

Different NGOs also mention the existence of Child Protection Committees (CPCs) at the Community level. In some cases these committees have been set up as part of a NGO programme, in other cases, the communities themselves set up these committees. Where they were existing, they are often strengthened by NGOs working within these communities. Children are aware of these communities and turn to them when they are experiencing problems. These committees can be integrated into the referral system, with the help of NGOs working in the area. CPCs consist of influential people such as the police, community leaders, and sometimes representatives of the Ministry of Social Development and the prison.

Save the Children International mentions child protection networks being created in the communities. Community members are selected through the community leaders, who ask the community for nominations. The selected people are respected, knowledgeable and willing to give their time and energy for the wellbeing of the community. SCI trains community leaders to monitor and report cases of child abuse, as well as on how to do follow up and document the process. These child protection networks are however done on a voluntary basis. SCI also set up Social Advocacy Teams, which are groups of children which go around the community to promote children’s rights.
2.2 Place – Location of Child Helpline

In order to pilot a city-based helpline, a decision needs to be made in which city the helpline will be established in one state capital. Different state capitals qualify for the pilot phase, such as Juba, Rumbek or Bor. The MGSCW suggested to focus on either Juba or Rumbek. More research needs to be done amongst children in Juba or Rumbek to determine the extent to which there is a need for more access to phones for the helpline.

Juba is Central Equatoria State’s capital and the nation’s capital, and where the state ministries are situated, amongst others. There are also several reasons why the pilot should not be set up in Juba. Firstly, Juba is relatively well-catered for in respect to all kinds of child protection programmes and initiatives already due to large presence of INGOs, UN bodies, etc. The city has also been described as a difficult place to work due to the large number of non-Juba inhabitants, both as a result of the conflict and economic rural-urban migration. The communities in and around Juba are described as close-knit and difficult to penetrate, which also have high expectations of any initiative being developed, but low levels of involvement and ownership.

Rumbek is geographically central and the capital of Lakes State. The city is significantly smaller than Juba and could possibly be more suitable to pilot the helpline. Rumbek has a considerable presence of child protection actors, including UNICEF and Save the Children International. Rumbek also has the first Children’s Court in the Republic of South Sudan, indicating a strong awareness of children’s rights and a vision towards a ‘post-crisis South Sudan’ in the state. Additionally, Lakes State is relatively stable, while at the same time, many cases of child abuse occur.

Bor of Jonglei State has also been indicated as a possible suitable location for the pilot helpline. Similarly to Rumbek, it has several child protection actors and it is not too big or difficult to operate in. Arguments against locating the helpline in Bor are the fact that its accessibility decreases during the rainy season. Additionally, Bor has been a hotspot in recent and previous conflicts.

The decision regarding the location of the child helpline is recommended to be based on:

<table>
<thead>
<tr>
<th>TABLE 6: LOCATION</th>
</tr>
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<tbody>
<tr>
<td><strong>Topic</strong></td>
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<tr>
<td>Children &amp; Community</td>
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2.3 Personnel – Pilot Staff

A child helpline is generally run by dedicated and qualified staff and trained volunteers with a background in child protection and/or counselling. The size of the child helpline depends on the regional scope, number of calls expected, and the opening hours. The local context and situation of children influences the number of calls that can be expected, the number of counsellors needed for those calls, and the size of the case management unit. The estimates below are based on the information obtained in Uganda, together with factual information from both Uganda and the Republic of South Sudan.

In order to determine the number of staff needed for the city-based helpline, the table below shows some key geographic and demographic information on the Republic of South Sudan and the case study of the Republic of Uganda. The information on Uganda is included as this helpline has served as an example for the South Sudan city-based helpline.
Table 7: Comparative Table Republic of Uganda and Republic of South Sudan

<table>
<thead>
<tr>
<th></th>
<th>Republic of Uganda21</th>
<th>Republic of South Sudan22</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
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<tr>
<td>Land Area</td>
<td>241,038 sq. km</td>
<td>644,329 sq. km</td>
</tr>
<tr>
<td>Population</td>
<td>37,101,745</td>
<td>12,042,910</td>
</tr>
<tr>
<td>Number of Children 0-14 yrs.</td>
<td>48.47% (male 8,966,494/ female 9,015,302)</td>
<td>45.34% (male 2,783,904/ female 2,676,370)</td>
</tr>
<tr>
<td>Number of Children 15-24 yrs.</td>
<td>21.16% (male 3,892,004/ female 3,958,998)</td>
<td>20.08% (male 1,274,328/ female 1,144,181)</td>
</tr>
<tr>
<td>Urban Population</td>
<td>16.1% of total population</td>
<td>18.8% of total population</td>
</tr>
<tr>
<td>Population in Capital</td>
<td>1.936 million</td>
<td>321,000</td>
</tr>
<tr>
<td>Fixed Line Access</td>
<td>320,000 (7.1 per 100 people)</td>
<td>No fixed lines</td>
</tr>
<tr>
<td>Mobile Cellular Access</td>
<td>20.4 million (7.57 per 100 people)</td>
<td>2.9 million (7.25 per 100 people)</td>
</tr>
<tr>
<td>Call Centre Calls and counsellors</td>
<td>700-1000 per 24 hour covered by 18 people working eight hours = 38 - 55 calls per counsellor per eight hours</td>
<td>Estimated call 200-285 per day with national coverage: 6-9 calls for a city-based helpline in Juba or Rumbek</td>
</tr>
</tbody>
</table>

For an analysis of the above information use to estimate the situation for Juba or Rumbek, see footnote23.

When the city based helpline is set up, it is estimated to expect between six to nine calls a day. In theory, this could be covered by one counsellor. However, this is not advisable or recommended as it is unlikely that one counsellor will speak all the languages, the pressure will be too high on this one person and it is not sustainable. Regarding language, not only will it be easier for children to explain the problem they are experiencing in their own language, it will create a sense of ownership and a level of trust. Additionally, the counsellor will benefit from a colleague to brainstorm with when a case is particularly challenging and to be able to reach out for emotional support; calls related to child abuse are difficult by nature and over time can take its toll.

With the recommended opening hours of 12:00-20:00 (See section 2.1 Product), there should only be one shift of counsellors working an eight hour day initially. The reason for this is the insecurity at night. Given that many organisations have a nine pm curfew at the time of writing, closing the helpline at 20:00 will allow the counsellors to get home before the curfew.

It is recommended to hire three counsellors divided over the call centre, the case management unit, and the outreach unit; all trained on the three components in order to take shifts and support each other. Workflows will also be optimised if all staff understand the different tasks of the different helpline units. There is a reasonable chance that these three counsellors will not cover all languages, but given the prognosis of the amount of expected calls, it does not make sense to hire more staff. These counsellors are recommended to speak: Juba Arabic, Dinka, Nuer, Bari, Zande and maybe some Shilluk. It should be taken into consideration to build a helpline around volunteers, as was done in Zambia, suggested the Director of Child Welfare, Madame Celina Peter Kenyi.

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23 Comparing data from the Republic of South Sudan and Uganda it can be observed that the population in South Sudan is about a third smaller. Given both the similarities and differences in culture and custom, it has been decided to focus the attention on phone access; South Sudan has one seventh of that in Uganda. The total number of calls received daily by Uganda’s helpline should be divided by seven, with a margin of two for two people using one phone (x2). Given the large differences in calls received each day (between 700 and 1000), the calculations for the republic of South Sudan are made for both the maximum and minimum amount of calls a helpline can expect. Applying the formula just explained, the number of calls to be expected in the city-based helpline in the republic of South Sudan range from 200-285 a day. This number is correcting for differences in population figures and the number of phones, while maintaining a national coverage. However, given that the helpline in the republic of South Sudan will, at least initially, not have national coverage, but be city-based, the total number of phone calls need to be corrected for that. With a total population of about 12 million people with 321,000 living in Juba, hence 3% of the South Sudanese population lives in Juba and total number of calls to be expected is 3% of the total amount of calls to be expected daily; between 6 to 9 calls can be to be expected per day in Juba. Given the total number of calls coming in a day, taking into account that ‘Sauti’ has 24/7 coverage and 18 counsellors are at work in the helpline during those 24 hours, counsellor’s process between 38 to 55 calls within their eight hour working day. As the predictions for the amount of calls in the city-based helpline in Juba are between 6 and 9.
<table>
<thead>
<tr>
<th>Topic</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected calls</td>
<td>Between 6 to 9 for a city-based helpline in Juba during an eight hour working day</td>
</tr>
<tr>
<td>Hiring Staff</td>
<td>1x Child Helpline Director</td>
</tr>
<tr>
<td></td>
<td>1x Call Centre Counsellor</td>
</tr>
<tr>
<td></td>
<td>1x Case Management Unit Counsellor</td>
</tr>
<tr>
<td></td>
<td>1x Outreach Unit Counsellor</td>
</tr>
<tr>
<td></td>
<td>1x Driver</td>
</tr>
<tr>
<td></td>
<td>1x Cleaner</td>
</tr>
<tr>
<td></td>
<td>1x Guard</td>
</tr>
</tbody>
</table>

The outreach counsellor will initially spend a large amount of their time on awareness raising activities. This means this person will move around in the city sensitising children and the communities. Once the helpline has become part and parcel of the child protection system, the outreach unit will go out to deal with cases or rescue children when necessary. In the latter situation, it is important that the outreach staff member also has counselling experience and does not have to drive the car so they can give their full attention to the child.

Once the helpline pilot is up and running and the child helpline is looking into scaling up, there will be more options on how to organise shift patterns. Shift pattern tools have been developed to identify the shift pattern which works best for the South Sudanese helpline. Examples of shift pattern tools can be found on:

- [http://exceltemplate.net/other/shift-schedules/](http://exceltemplate.net/other/shift-schedules/)
<table>
<thead>
<tr>
<th>Topic</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Hours</td>
<td>Adapt helpline opening hours to child preferences by conducting focus group discussions in different locations with children to find out preferred and possible helpline opening hours</td>
</tr>
<tr>
<td>Counsellors</td>
<td>Speak multiple local languages: Juba Arabic, Dinka, Nuer, Bari, Zande, possibly Shilluk. Councilors should get a contract for one year. Ensure that counsellors are located in one room, separated by division screens, to allow them to discuss cases amongst each other and provide support during difficult contacts. Counsellors should only be separated far enough from each other to allow them not to be distracted by each other, but still being able to discuss amongst each other. Counsellors are advised to use aliases for their own security. Identify and set up a continuous training scheme for new staff, CHI Manual. Shifts of counsellors advised to operate in shifts of eight hours. Counsellors to be trained toward a non-biased approach, including religion, gender sensitivity, (CHI Gender Toolkit), etc.</td>
</tr>
<tr>
<td>Volunteers</td>
<td>Hire volunteers to support the helpline if needed.</td>
</tr>
<tr>
<td>Supervisors</td>
<td>Hire supervisors who are also counsellors and have good interpersonal communications skills as they will need to support and appraise the counsellors.</td>
</tr>
<tr>
<td>Working Conditions</td>
<td>Counsellors should work eight hour days in two blocks of four hours. Counsellors should work two day shifts, followed by two nights shifts (if the helpline works 24/7, otherwise these will be day shifts too) and then have two days off. In case there are more teams then counsellors should be rotated amongst the different teams, to learn to work with new counsellors and supervisors. Given the importance of ensuring the mental health of staff with the difficult work of the helpline, mental health activities or days are recommended.</td>
</tr>
<tr>
<td>Staffing</td>
<td>Depending on the size and opening hours of the helpline determine how many counsellors, volunteers and supervisors are needed. The helpline should start with limited opening hours, confined to the daytime (as the security situation at night does not allow for staff movement). Once the helpline expands to 24/7 coverage, beds are recommended for the night rotation. More shifts are recommended as the counsellor’s work is challenging. Counsellors should preferably not work more than four hours continuously. Redistribute counsellors every six months over the different teams and supervisors.</td>
</tr>
</tbody>
</table>

The director or/and manager of the child helpline spearheads and leads the organisation. The function(s) need to ensure the helpline is legally sound, human resources are in place, finance, administration and all other governance elements are in place organisationally. Additionally, they need to advocate on behalf of the child helpline in the government, civil society and communities on all platforms. They will likely need to safeguard all logistics, planning and strategy during the setting-up of the pilot. They should also contact CHI whenever possible to assess how we can work together and how the regional network can support the child helpline. They would also be the representatives during Regional and International Consultations of Child Helpline International.

At the moment, there are few well-trained South Sudanese counsellors. UNICEF has trained about 70 social workers before the 2013 crisis. They have supported 15 social workers from the Ministry of Social Development in different States to go to the University to increase their capacity. They indicated the number of available social workers is far less now due to displacement and insecurity. Within the Government system, social workers are also active, often located at State level only, with exceptions in a few counties. This means that not only are there a limited number of social workers, who are not always properly trained and in any case are not able to operate at payam and boma level.

For the city-based helpline to be set up in Juba or Rumbek, it would be best to identify and train new staff as counsellors in order to increase the general pool of available counsellors, instead of pulling away social workers from where they are working now (at the Government or in the Special Protection Unit of the SPLA or the Child Protection Unit of the police).
2.4 Promotion – Outreach & Awareness

For a child helpline to fulfil its function as a part of a larger child protection system, outreach and awareness are an essential component. With all promotion activities the cultural sensitivity, inclusion, and accountability aspects need to be safe-guarded: paying equal attention to all different ethnic and tribal groups in the city, as well as to the different parts of the city and different social groups. Additionally, children do not operate in seclusion, as such equal attention needs to be paid to targeting children, as well as their caretakers and communities.

Outreach and awareness raising activities in the Republic of South Sudan are grounded in the 2008 Child Act: developed at national level to be implemented at the State level and subsequently further down the administrative levels. At this stage, the implementation of the Child Act is still considered weak. The lack of implementation, together with the low level of literacy in some areas, makes awareness raising activities all the more important and challenging. The main focus of the outreach activities are recommended to be on: child rights, what constitutes abuse, the importance of reporting abuse, how to report abuse and what the helpline could mean for them.

South Sudanese culture promotes respect for the parents, but not for the child, as such the bond between parents and children is not always considered strong. Awareness raising activities are recommended to emphasize the importance of schools, encouraging parents to get involved and allow children to prioritise homework above housework. Additionally, it is generally accepted that children tend not to recognise that they have problems and situations affecting them, for example that they are being abused. Schools can be used to sensitize children on this awareness and raising awareness on the child protection system. Phones could be located in the schools, managed by elder peers (not teachers, could be a conflict of interest as they also discipline the children), to give children access to phones in a safe environment. Teachers could also be a tool, when they are aware (or can be made aware) of children’s rights and often have a good understanding of what is going on in a child’s life. Furthermore, outreach could be extended to children of IDPs in POCs/IDP camps, depending on the situation and choice of the helpline to expand.

Promotion activities can consist:

- Community outreach activities; through participatory, illiterate- and child-friendly methods such as using theatre, music video, and/or games to get the message across
- Broadcasting Child Rights and Child Protection messages and the role of the helpline, on radio or television and other media
- Government institution
- Humanitarian and development actors

In order to have successful outreach activities in communities, the trust of community leaders must be earned. These leaders are the gateway to the communities: children and their parents. Therefore the community leaders need to be given all necessary information on the helpline and be educated on children rights and the necessity of having a helpline so children can report. Initially, the community leaders might treat the information with suspicion. Therefore, it is highly recommended and emphasised in this document that sensitisation and involvement of community leaders needs to be done far in advance of any outreach activities.

The outreach work needs to be supported by the director and manager, and largely be carried out by the outreach staff member; who can also visit schools, churches, and other locations where many children come together, to personally explain what children’s rights are, what constitutes abuse, why reporting is a good thing and how the helpline can facilitate in this.

<table>
<thead>
<tr>
<th>TABLE 10: OUTREACH &amp; AWARENESS RAISING</th>
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<tbody>
<tr>
<td>Activity</td>
</tr>
<tr>
<td>Outreach</td>
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<tr>
<td>Awareness Raising</td>
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The helpline should also be promoted amongst formal and informal Government institutions, as well as the humanitarian and development actors working in the city. If necessary, the outreach staff member can provide training to (in)formal Government institutions, humanitarian and development organisations on children’s rights, abuse, reporting and the role of the helpline. At the same time, the Government sees an important role for itself in the task of raising awareness. The Government, for example, intends to use this present report for awareness raising activities. Additionally, it would be ideal if the issue of child rights was to be included in the educational curriculum. It is advised that formal and informal Government structures work together closely, especially since children tend to trust the informal institutions. An overview of Government’s formal and informal systems are shown in the table below.

<table>
<thead>
<tr>
<th>Level</th>
<th>Formal Government</th>
<th>Informal Government</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>Governor</td>
<td>Paramount Chief</td>
</tr>
<tr>
<td>County</td>
<td>Commissioner</td>
<td>Chief</td>
</tr>
<tr>
<td>Payam</td>
<td>Administrator</td>
<td>Sub-chief</td>
</tr>
<tr>
<td>Boma</td>
<td>Administrator</td>
<td>Traditional Leader/Clan leader</td>
</tr>
</tbody>
</table>

2.5 Budget – Funding, Set-up & Running Costs

A child helpline has a variety of costs related to its set-up and operation; funding and set-up and operational costs. In order to consider the establishment and operation of a child helpline funding must be secured.

2.5.a Funding

See below the recommended funding opportunity actions to be taken by whoever will set-up the child helpline, geared mainly toward the government heading the initiative.

In South Sudan two groups of possible funders can be identified, internal and external actors. The most important internal actor is the Government. The Ministry of Gender Child and Social Welfare can include the helpline as a project within its annual budget, submitted to the Ministry of Finance. Alternatively, the helpline can be established by Law to secure its funding. National organisations, both public and private can be approached to test their willingness to contribute funding to the setup or running costs of the helpline. Ideally, the Government is the primary funder of the running costs of helpline, especially staffing costs, by making the staff Government employees. Unfortunately, the Government is currently experiencing challenges with funding and foresees these financial difficulties to last for some time to come.

The second group of actors are the external actors. In most cases, these are the international organisations, UN agencies and international NGOs operating in South Sudan. It is both necessary and beneficial to inform humanitarian actors about the helpline and its funding needs. Given that many organisations are on short funding cycles, they might have left-over funds that could possibly be donated to the helpline.

<table>
<thead>
<tr>
<th>Action</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Securing Funding</td>
<td>Include Helpline in Annual Government Budget</td>
</tr>
<tr>
<td>from Internal Actors</td>
<td>Set up Helpline by Law</td>
</tr>
<tr>
<td></td>
<td>Ensure helpline staff becomes Government employees</td>
</tr>
<tr>
<td>Securing Funding</td>
<td>Ask Humanitarian Actors for funding or material support (computers)</td>
</tr>
<tr>
<td>from External Actors</td>
<td>Ask Humanitarian Actors to donate left-over funds to helpline</td>
</tr>
<tr>
<td></td>
<td>Possible funders are UNICEF, Plan International, SCI, DFID, ECHO, CHF</td>
</tr>
</tbody>
</table>

In the case of Uganda, the helpline is funded by UNICEF (salaries), Plan International (buildings, materials), and Plan Uganda (satellite centres), Save the Children (satellite centres) in addition to the Ugandan government. These international organisations can also be approached in the Republic of South Sudan, in addition to a number of other possible funders. The benefit of letting Non-Governmental/UN agencies (support) run the helpline is increased chances to secure funds through their funding mechanisms. Funding costs can also be decreased by using local materials and buying locally.
2.5.b Helpline 116 – Toll-Free and Free for Helpline

The Ministry of Telecommunications indicated the possibility to request a three digit code for the helpline. If the helpline is set up as part of the Ministry of Gender, Child and Social Welfare, the Ministry can request one of the easy to remember codes (333 till 999), the African regional number recommended will be the regionally advocated ‘116’. It would also be recommended to further discuss with the relevant telecom regulators and ministries to have a toll-free number that is also free for the child helpline.

Whether the code will be toll-free for the caller and the child helpline will depend on the Ministry of Finance, and potential advocacy efforts with telecom regulators. A separate application procedure is needed for the Ministry of Finance supporting the costs for the helpline. Additionally, it is important to try to ensure that all outgoing calls of the helpline are also covered as part of the general Government budget (which also facilitates the toll-free number).

The phone line can be applied for with the Ministry of Telecommunications and the National Communication Authority (NCA). The Director General of the National Communication Authority gives authorisation on short code phone numbers. When the NCA approves the short code request they will send a letter of approval. With this letter, the Ministry of Telecommunications will then ensure the code becomes a functional phone line. This process is estimated to take about a month. A separate letter needs to be sent to the Ministry of Finance to request for the number to be toll-free.

Once a year, in April and May, each Ministry works together with the Ministry of Finance to develop a budget for the next year. From May to July this budget is discussed, approved and assigned. If the helpline will be Government-led then it can be introduced as a new project under the Ministry of Gender, Child and Social Welfare, and be allotted a part of the budget. Having a Government-led or Partnership Approach to the helpline would ensure that the helpline gets annual funding. If this route is taken then it is equally important to, from the very beginning, start working on getting the helpline instituted by law. This process goes through the National Legislative Assembly and requires the initiation of a Ministry. More information on any of the topics mentioned here can be found in the elaborate presentation of the helpline below.

2.5.c Set-up & Operational Costs

Child Helpline pilot set-up costs can only be fully determined when there is a situation of the child helpline being set-up. As such, this section only touches upon the actual costs, and tries to give an overview of what to keep in mind when budgeting for the setting-up of the child helpline. Information has been collected on a limited number of items to give an indication.

The set-up and operational costs include, but are not limited to:

1. The phone line; ideally national number 116 airtime, in case of no toll-free number or should the phone companies do not cover the outgoing calls
2. Staffing
3. Office space; call centre, case management unit, satellite centres, manager space, meeting room
4. Equipment, including hard and software – specifically including a generator, laptops, phones and UPS system
5. Transportation & fuel for outreach activities
6. Capacity building activities at national to local level for Government and civil society actors
7. Other office materials; pens, paper, desks, chairs, etc.

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24The quotes that were received also show a considerable range. In any case, when setting up the helpline (Phase Two), new quotes need to be collected as prices fluctuate depending on security. The items for which estimated costs were collected were a generator and fuel, salaries and a desktop computer. Fuel is extremely scare and therefore it is often bought on the black market were 20 litre goes for around 300 SSP (around 45 USD). Buying fuel at the petrol station is however much cheaper, as one litre is 6 SSP (0.90$) and 1 barrel (250 litre) 120 SSP (18$).
### TABLE 13: SET-UP COST ESTIMATION

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost per unit</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phone Line 116</td>
<td>To research upon further development</td>
<td>To research upon further development</td>
</tr>
<tr>
<td>Internet Connection</td>
<td>Depending on Ministry support</td>
<td></td>
</tr>
<tr>
<td>Office equipment</td>
<td>Laptops - 5,000 SSP (750$)</td>
<td></td>
</tr>
<tr>
<td>Desks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Desk Chairs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shelves and drawers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Software &amp; Database</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phones</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Small Air Conditioning for server room/secured server</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent office space</td>
<td>Minimum 5 rooms: Call Centre, walk-in counselling room, Meeting/director's office, small server room, kitchen</td>
<td></td>
</tr>
<tr>
<td>Generator</td>
<td>2,000 (small) – 8,000$ (Large)</td>
<td></td>
</tr>
<tr>
<td>Transport costs</td>
<td>Car or motorbike and fuel</td>
<td></td>
</tr>
<tr>
<td>Other materials</td>
<td>Pens, Paper, Promotional, etc.</td>
<td></td>
</tr>
<tr>
<td>CHI Consultation</td>
<td>Attendance representative at Regional/International consultation</td>
<td></td>
</tr>
<tr>
<td><strong>Total initial set-up costs</strong></td>
<td></td>
<td><strong>To be determined</strong></td>
</tr>
</tbody>
</table>

The following table shows the different costs for the different positions in the helpline. Please be advised that these are just estimates, and likely not a comprehensive list, and more research needs to be done.

### TABLE 14: STAFFING MONTHLY COST ESTIMATION

<table>
<thead>
<tr>
<th>Job Description</th>
<th>Minimum Salary a Month</th>
<th>Maximum Salary a Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cleaner/Guard x2</td>
<td>500 SSP (75$)</td>
<td>1,200 SSP (180$)</td>
</tr>
<tr>
<td>Driver</td>
<td>700 SSP (105$)</td>
<td></td>
</tr>
<tr>
<td>Counsellor x3</td>
<td>1,500 (225$) (new) / 2,000 SSP (300$) (experienced)</td>
<td>3,000 SSP (450$)</td>
</tr>
<tr>
<td>Manager</td>
<td>2,500 SSP (375$)</td>
<td>7,000 SSP (1050$)</td>
</tr>
<tr>
<td>Director</td>
<td></td>
<td>10,000 SSP (1500$)</td>
</tr>
<tr>
<td><strong>Total per month Maximum</strong></td>
<td><strong>31,300 SSP (4545$)</strong></td>
<td></td>
</tr>
</tbody>
</table>

Regardless of the success of the peace negotiations, the city-based helpline can be set up. Should peace come to the Republic of South Sudan and see humanitarian actors starting to conclude their operations, there is the possibility to advocate for donations to the helpline with the left-over funds to setting up the helpline or supporting its operations. This would improve the transition from relief to development. In case of the ongoing conflict than the large number of humanitarian actors in the country means that there are many different actors which can be approached for funding. It is important that the humanitarian actors are informed about the helpline and the different funding options with which they might be approached for the setting up of the helpline.
2.6 Planning – Pilot Timeline

Planning is essential to success and establishment of a child helpline in South Sudan. It is advisable to synchronise the setting up of this helpline with the budgetary process of the Government. By doing so, involvement and commitment of both groups of actors can be ensured, working towards a partnership approach within the helpline.

The timeline for implementation has been developed based on the recommendation to set up a city-based helpline in Juba or Rumbek, while simultaneously strengthening the child protection capacity of the (in)formal Government, raising awareness on children’s rights, and reporting on, as well as what constitutes, child abuse. It is important to note the timeline is essentially a ‘template’, therefore a work-in-progress that must be reviewed when considering setting up a child helpline in South Sudan.

Given the large number of child protection actors in the country, as well as their strong involvement in the child protection coordination mechanisms, the city-based helpline with limited scope and reach could be in its preparatory phase by 2016.

**Figure 3: Timeline Child Helpline Creation South Sudan**

**P1: Preparation**
Two Months: Visit Juba/Rumbek research population/#phones/#referral actors/funding (funder & MGCW budget)/Laws
→ Decide on City

**P2: Set Up**
Six Months: Popularize helpline with all stakeholders (Including Gov)/Secure location/ Obtain database system/Hire and train staff.

**P3: Op-1 (pilot)**
Four Months: Helpline becomes engrained in CP system, staff are comfortable with their activities, children report abuse and receive appropriate assistance

**P4: Op-II**
Helpline functions as intended

**P5: Revision**
Six Months: Research is done on possibilities to roll out helpline. This includes engaging all P1 activities nation-wide.

**6 Months**

**4 Months**

**2 Months**
Phase 1: Preparation

Ideally Quarter 1: January – March of any given year:

- **Product:**
  - Continue preparatory research
  - Establish opening hours: children’s preferred, possible call times, considering school hours, prayer times and times when people work on the land
  - Referral Partners: Overview & ways to strengthen referral capacity, develop/update Resource Directory on child protection actors for referrals and existing child protection reporting mechanisms, add referral actors for food, health, education and shelter

- **Place:** Research and make decision on Juba or Rumbek

- **Price:**
  - Further investigate costs setting up the helpline
  - Find & commit with a funder or finders, based on research
  - Application start for 116 at Ministry of Telecommunications and National Communication Authority (ANC)

- **Promotion:**
  - Assess at national and county level to see people’s understanding of/ appreciation for a child helpline and children’s access to phones
  - Learning exchange: representatives of South Sudan Child Helpline to visit Uganda Child Helpline Sauti to see a functioning helpline and learn

- **Update (if necessary) information on Laws relating to children**
- **Start the process to introduce a law relating to (setting up of) the child helpline; this includes working through the National Legislative Assembly**
- **Establish contact with CHI to assess available support from them, linking to the regional network with possibility to support, teach and guide**

**To Note:**
- In April planning for the next year budget commences
- By May the budget is presented to the Ministry of Finance
- By June the budget is vetted by the Parliament
- By July/August the budget is approved by the Parliament
- Government budget runs from July to June

Phase 2: Set Up

This phase can begin when a funder has been secured, and will last between 2-6 months.

1. Work with all relevant Government bodies to understand the nature and appreciation for the helpline
   - Estimated Six Months
     - Visit each Ministry, as children are a cross-cutting issue
     - Conduct assessment at national and local level, including engaging children
     - Collect information on available funds and possible referral actors
     - Take first steps in setting up a referral system
     - Develop a realistic budget for the helpline
     - Carry out continuous awareness raising outreach activities
       - Community outreach activates with fun, child-friendly approaches
       - Helpline staff messages on the radio and television
       - Government approaches to create awareness internally
2. Secure the physical location for the helpline  ➔ Estimated Four Months
   - Ensure power and internet at the helpline’s location
   - Secure the premises takes about two months
   - Ensure power and internet takes about two months
   - Start procurement planning of office equipment

3. Obtain the computer and software system  ➔ Estimated Two Months
   - Advertise the necessity for a computer and software system in newspapers and invite companies to put in bids
   - Evaluate the bids and chose a provider
   - Negotiate with the provider about the requirements of the system
   - Provider builds and installs system for which internet is needed
   - System is ready to use

4. Hiring and training staff  ➔ Estimated Three Months
   - Hire staff; advised at the same time as obtaining the computer system to ensure the staff are trained on the system
   - When hiring counsellors ensure that each speak a number of the local languages; within each rotation as many local languages as possible should be represented
   - Hiring staff takes about two months
   - Training staff takes about one month

Phase 3: Operational I - Pilot

This phase will be putting the preparatory phase work for the Pilot into action, and take an estimated 10 months.

5. Popularize and testing  ➔ Estimated Ten Months
   - The counsellors have been trained and will have time to become familiar with the system, hence testing and popularization occur at the same time
   - Awareness raising (will starts and be continuous in one form or another): including field visits and inform people about the child helpline, how it works, who can use it and what the caller can expect
   - Referral System assessment, mapping of city-based (I)NGO and CBO’s and government institutions, including police, to establish referral partnership with (if Government-led these partnerships are part of institutional mandates)
   - People then start using the helpline
   - Within each rotation as many local languages as possible should be represented amongst the counsellors

   ➔ Child helpline is ready to use

6. Day-to-Day activities Call Centre
   ➢ Call comes in
   ➢ Counsellor collects as much information about the caller (and the client, in case the two are not the same)
   ➢ When caller is hesitant to provide personal information, inform the caller about the confidentiality with which the information will be treated
   ➢ Clarify whether the caller/client can be called back on the phone they are calling from
   ➢ Identify the client’s problem and open a case, tagging it appropriately and indicating whether it is critical (i.e. needs action) or not (i.e. can be solved during the call)
If critical, collect necessary information and call client back or refer case to supervisor, advising the supervisor whether or not to escalate the case to the case management unit.

Reporting Requirements (depending on whether the pilot phase will take ten months or will be extended to one year, the final reporting requirements will not take place):

- **Weekly:** Done by supervisor, generated by the system, quick
- **Monthly:** Done by both the call centre and the case management unit, estimated one week
- **Quarterly:** Includes call centre and case management unit and is for the donors & Ministry
- **Annually:** Done by head of call centre, very comprehensive, estimated two weeks

7. Refresher Training
   - One Day
   - At the end of Operational Phase I and then quarterly in Operational Phase II all staff should receive refresher training

## Phase 4: Operational II

Day-to-Day Operations:
- Ensure enough time for handover between counsellors shift rotations
- Ensure all client information is correctly recorded in the data management system
- Supervisors closely watch counsellors for signs of burn out and actively support the counsellors
- Case workers print cases that have been referred to them and fill out referral form
- Case workers file feedback form (from the actor the client was referred to) in the client’s case

Weekly Activities:
- Supervisors meeting, this meeting occurs once a week at the end of the week
- Case workers call/visits victims if necessary

Bi-weekly Activities:
- Plan meetings with all counsellor’s supervisors every two weeks

Monthly Activities:
- Supervisors have one-to-one meetings which all counsellors in their team
- Supervisor meets with all the counsellors together
- Every six months the counsellors are redistributed amongst the supervisors and work in a new team dynamic

Annual Activities:
- Provide refresher training to all helpline staff: counselling, outreach & awareness raising topics and approaches, gender sensitivity, etc.
- Have a team building exercise with all staff of helpline (called mental health days in Uganda)
- Critically reflect on gaps and shortcomings in the child protection system which can then be shared with other actors
- Assess referral system and mapped referral partners
- Assess outreach and awareness raising activity effectiveness and strategy
- Attend CHI Regional and International Consultation (each alternate year)

Continuous Activities:
- The helpline should continuously work on increasing awareness for child protection and the possibility to call the helpline to report instances of child abuse
- Security and funding permitting elements of option three might be added to the City-based helpline
- Outreach and awareness raising: related to the child helpline, on the Child Act, definitions of abuse, and reporting abuse
Phase 5: Revision

- Revisit the operations of the city-based helpline. Pay attention to questions such as:
  - Have children or concerned adults contacted the helpline?
  - How many calls come in on a monthly basis? Is this number sufficient to continue the operation of the helpline?
  - Has the helpline succeeded in providing protection to the children who contacted the helpline?
  - What has been the experience with the non-traditional helpline options (option three)?
  - How have the counsellors experienced working for the helpline?
  - How have the referral actors experienced working with the helpline?
  - Should the way the helpline is led (Government, non-Government or Partnership) be adapted?
  - Has funding been secured for next year?

- Explore the option to develop the city-based helpline into a national centralised helpline or into a state-based de-centralised helpline. This decision will be influenced by:
  - Security
  - Funding
  - Phone Coverage
  - Phone Accessibility
  - Cultural awareness for Children's Rights and the Practice of Reporting Abuse

- Explore the option to include media cases as part of the helplines activities, along the line of the Ugandan helpline ‘Sauti’
Chapter Three: Further Suggestions

In order to develop a strong Child Helpline for the Republic of South Sudan there are scaling-up ideas to consider. To illustrate some of the essential considerations in addition to the business plan, this chapter discusses the so-called “non-traditional” options to scaling-up and supporting overall outreach of the child helpline in the Republic of South Sudan.

When moving away from the traditional phone-based helpline, there are a number of alternatives to reaching children in need to advice and someone to talk to. Non-phone related activities of a helpline are walk-in possibilities at the satellite centres, with potential smaller desks more rurally, a child protection/CR bus or motorbike/boda boda travelling around the ten states raising awareness and increasing knowledge while collecting information. When considering such scaling-up activities, it would be beneficial to assess if child protection partners will use in their child protection activities. These non-phone based helpline activities are offered below. Some of these alternatives are based on (planned) activities of interviewed stakeholders.

It must be remembered that with all these scaling-up options, as with creating a child helpline, the child protection actors should work together with chiefs and other local leaders to discuss culture related practices vis-à-vis children. Additionally, there are many more non-traditional activities for a child helpline to undertake when scaling-up. The advice would be to try innovative and creative approaches linked to the local context. Additionally, it is possible that mobile phones, texting, and the Internet will increasingly play a role in children’s lives within a more peaceful South Sudan. All forms of communication should be considered when developing activities to reach out to children; schools, clubs, sport activities, parents, theatre, film, music, etc.

I. **Walk-in element at satellite centres / multiple small-scale helpline desks**
Interos, based on discussions, envisions physical helpline desks throughout the country where children or concerned adults, can come to report cases of child abuse. The helpline desks would be divided over the country based on ethnicity and accessibility. Many ethnic groups are not solely located within the borders of one State. Instead they can be located in two or three states. Given the cultural sensitivity between tribes, it would make sense to locate child helpline desks within tribal areas. As there are many ethnic groups in South Sudan, one helpline desk for each group might not be appropriate to reach all communities. Therefore helpline desks could be located between different groups and staffed by representatives of both groups and accessibility needs to be taken into account. Ideally, the helpline desks would be at a reasonable, and safe, travelling distance. The helpline desks should therefore be spread throughout the country in a way that allows for more or less at the same travelling distance for all ethnic groups. It is important to record the information in a database as it can then be used for advocacy purposes, as well as the development of future interventions of child protection actors. The information can be entered into the digital database after collection by each physical helpdesk, or, if the area lacks internet access, sent to a central location where data entry staff enter the information into the database.

II. **Helpline Forms**
This approach builds upon the impressive presence and work being done by all the different actors in the field of child protection. It is based on the South Sudan Family Tracing and Unification mechanism, combined with the Gender Based Violence Reporting Protocol. The helpline would utilize reporting protocols which are already in place. Children and communities will be sensitized on the possibility to report cases of child abuse to the community workers which already visit them on regular basis as part of other programming. These community workers can be (D)NGO field staff, child protection committees, networks, officers etc. The benefit of this system is that children and communities are familiar with these community workers and trust them. The community workers also know the communities and can put reports into contexts. Additionally, in many cases the child protection actors in the field already respond to the cases of abuse. Upon return to their respective offices, the community workers would then enter the data (either digitally or in hardcopy) into the child helpline database, requesting additional support if needed. The different forms within the database (as observed in Uganda’s Sauti), can be printed and widely distributed among all child protection partners. The partners working with the form will need training, in a similar way as they received for the Family Tracing and Unification forms. The forms should be as standardized as possible, as has been achieved in the case of Gender-based violence reporting. Similar to the previous helpline alternative a central helpline office needs to be created, where the hard copy forms are entered by data entry staff into the database, empty forms are printed and distributed and requests for additional information is dealt with.

III. **Child protection/Child Rights Awareness Raising Bus/4x4**
This scale-up activity builds upon the idea of Peace Caravans used in other countries adapted to child protection and child rights. Given the low awareness of children’s rights throughout the Republic of South Sudan, the different perceptions on child abuse and the cultural sensitivities relating to reporting, this alternative strengthens this as well as allowing for the reporting of child abuse. Sturdy buses or 4x4 cars will be equipped with child protection promotion material, including the possibility to show short movies, do plays, listen to the radio etc. The idea is to create an educative attraction. The bus would go to villages on market days and entertain the children, as well as the rest of the community, with issues relating to child protection; utilizing staff who speak the local language and are familiar with the local culture,
awareness is raised on children’s rights, what constitutes child abuse and the practice of reporting. Before, during, and after the activities they will interact with the children, offering the possibility for them to relate any problems they might be experiencing. The difficulty with this alternative is the bad roads in some parts of South Sudan and the current insecurity.

IV. Child Helpline Boda Bodas
This helpline activity partly solves the access problems identified, as motorbikes have easier access to more remote areas than the previously proposed bus approach. Still, roads and insecurity might also hinder the functioning of this activity. Nevertheless, the approach allows the more remote areas of South Sudan to be sensitized on children’s rights, child abuse, and reporting. The idea for this alternative is based on the ‘Boda Boda Talk Talk’ initiative developed by Internews. The boda bodas collect information for short radio programmes which are transmitted from radios attached to their motorbikes amongst populations. In the Internews project, the boda boda drivers are journalists, in the helpline project the drivers will be counsellors. In some states, boda bodas can also be replaced by boats. Once the boda boda (or boat) drivers become a more common phenomena for the communities, and the awareness raising activities start to sink in, children and adults will feel comfortable to report cases of child abuse to. Once this occurs the same process as described under the previous helpline alternative will take place. This means that the boda boda (boat) counsellors will report the case to a centrally based helpline, where it is entered into the database and referral activities are developed.
Chapter Four: Conclusion

The discussions with the different stakeholders in South Sudan has highlighted a number of challenges for setting up a child helpline, especially along the lines of the Ugandan Child Helpline Sauti. One of the major obstacles toward the creation of a child helpline is the current ongoing crisis. Due to the crisis, some areas of South Sudan are held by Opposition Forces, limiting or even preventing Government control since 2013. In addition, telephone masts have been destroyed as they were perceived as a weapon of war, severely damaging phone coverage in South Sudan. Currently, certain areas do not have any phone coverage at all. Linked to this problem is the issue of general low phone accessibility in rural areas. Prior to the conflict more remote areas in the Republic of South Sudan were not connected to the national phone network. The people in those areas therefore do not own mobile phones and have no access to landlines.

An important issue facing children and the child helpline is phone accessibility; even where phones are present, more than often not, they are beyond children’s reach. Increasing accessibility to phones can be part of the helpline project, and could also be embedded in other projects, as phones have also been used to transfer micro credits or provide medical advice regionally. Working together with other actors and Ministries could pay off to increase phone accessibility, especially in rural areas. When the number of phones increases, children need to be empowered and trained on using the phones.

The differing cultures hold a different understanding of what constitutes child abuse. Certain practices that are considered harmful to children according to the UN CRC and RSS Child Act are not perceived as such in the communities, such as early forced child marriage. The familiarity of children’s rights is not always developed within communities, and more prevalent in rural areas. Understanding children’s rights and what constitutes abuse will therefore need to be part and parcel of setting up a child helpline in the Republic of South Sudan.

When children’s rights, and recognizing and reporting child abuse become common knowledge amongst all people, including children, a final set of problems are related to the issue of referrals. The Government has limited capacity, especially in the lower administrative units from county-level downwards. The Ministry of Gender, Child and Social Welfare, is represented at the State level by the Ministry of Social Development. In the States where the Government has access, this Ministry has a between five and seven social workers (following a capacity building training by UNICEF) operating at the county level working together with the Special Protection Units of the police. The crisis and subsequent displacement has decreased this number significantly. While these two actors do their level best to take care of any children with problems who are brought to them, they experience difficulties to refer the children onwards.

The above illustrates there are many international organisations, international and national NGOs, CBOs and faith based organisations in the country, the referral systems needs to be improved. When scaling-up to include the whole of Central Equatoria State, and expansion to other States, important decisions need to be made on the architecture of the referral system; which Government or non-Governmental actor will take the lead on this referral system and how coordination and data collection and sharing will be done? Strong leadership from the national Ministry of Gender, Child and Social Welfare, backed by a bill from the National Legislative Assembly, which in time will lead to an Act of Parliament, will help solve these problems. There are a majority of instances where large amounts of data on violence against children supported action to lobby for an Act of Parliament. The Ugandan helpline is working together with Makerere University to obtain this data for example.

The creation of a High Level Inter-Ministerial Technical Working Group will also improve the referral system. At the same time, the capacity of the Government, both at national level and all levels below, needs to be strengthened. The MGCSW should be allotted to budget they applied for and be given the recognition by other Ministries they deserve. This lack of recognition is related to the ongoing conflict, resulting in the prioritization of other Ministries. The presence of children in all of the armed forces, as well as the high number of children affected by the war, either due to displacement, death, malnutrition or the confiscating of schools disrupting their education, justifies the recognition of importance of the MGCSW. In this sense, the arrival of peace will allow for many of the problems mentioned above to be able to be solved.

The Child Protection Sub-Cluster meeting in South Sudan have been instrumental in identifying the different child protection actors, and together with the State level Child Protection Working Group Meeting, influential in gathering information relating to the advice offered. The consensus within both groups was that a helpline in South Sudan should include a combination of the different structures. The actors pointed out that even when peace returns to South Sudan and the telephone grid is operational again, still children in remote and poor rural areas will have difficulties in accessing telephones. They will also have less (if any) knowledge on their rights and the possibilities of reporting abuse, nor will their caretakers and the community at large. In addition, traditional culture, which has different perceptions about children’s rights and reporting, will still be dominant. Therefore, it is important that a child helpline set up in South Sudan continuously reaches out to these remote and poor rural areas, raising awareness on children rights and reporting of abuse, as well as empowering the children to report any harm being done to them.
<table>
<thead>
<tr>
<th>Topic</th>
<th>Recommendation</th>
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<tbody>
<tr>
<td>Ongoing Crisis</td>
<td>Peace</td>
</tr>
<tr>
<td>Low Phone Accessibility</td>
<td>Embed the use of phones into other programmes</td>
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<td></td>
<td>Increase national network coverage</td>
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<tr>
<td>Culture</td>
<td>Increase knowledge on Children’s Rights</td>
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<td></td>
<td>Sensitize communities on what constitutes Child Abuse</td>
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<tr>
<td></td>
<td>Encourage communities to discuss issues outside their communities and Traditional Justice Mechanisms</td>
</tr>
<tr>
<td></td>
<td>Explain children’s right to report abuse</td>
</tr>
<tr>
<td></td>
<td>Increase literacy</td>
</tr>
</tbody>
</table>

In conclusion, there are many factors influencing the creation of a child helpline in the Republic of South Sudan at the moment. This document hopes to be, as much as possible, an objective tool that supports the journey of creating a national child helpline serving all South Sudanese children in need. This tool aims to act as a solid starting point for the actors(s) planning to create the child helpline for the Republic of South Sudan; to understand what a child helpline entails, important elements to consider, and the realistic needs and activities to be undertaken. The most essential lesson that can be concluded is that the foundation of a successful child helpline embedded nationally, and in all communities locally needs local buy-in of key-stakeholders and partners is a necessity, especially including the sensitisation and involvement of community leaders.
Acknowledgements by Ms. Laura Janssen

My great gratitude goes out to all ‘Sauti’ staff members who have answered all my questions regarding the operation of the call centre, the case management unit and the outreach activities they engaged in. The visit to ‘Sauti’ has been instrumental to get an overview of the functioning of a Government-led child helpline. Meeting with Angela, Jimmy, Patrick and Sara, has furthermore given me the background knowledge to start my research in South Sudan. Their suggestions on how to set up a helpline, based on their own experiences, have been very useful for developing the timeline discussed in Annex One.

I also extend deep-felt gratitude to the staff of the Ministry of Gender, Child and Social Welfare who have hosted me during my visit to South Sudan. Madame Celina, Nancy and James have been so kind to assist me, helping me get in touch with key stakeholders, such as the Ministry of Telecommunications, and have also offered me a working place. The animated discussions I had with Madame Celina have formed the foundation for the Business Plan. Both the technical and logistical support, as well as personal engagement of Child Helpline International and their dedicated staff members, are the reason I could travel, well-prepared, to South Sudan to do my work. A big thank you should therefore also be extended to all those who helped me on my way, special thanks goes out to Aletta, Magdalena, Indra and Helen.
Annex One: Timeline Theory

When setting up a timeline, different phases can be identified. In this document the timeline indicates the different phases which lead to the creation of the helpline. The different phases will first be briefly discussed, after which they are presented. It is important to keep in mind that while activities within a phase can, and sometimes should, happen concurrently, the different phases have to take place in consecutive order.

Phase One: The Preparatory Phase

This phase consists of the preparatory work that needs to be done to be able to set up a helpline. Part of this work has been done by the CHI Consultant, but some of it will have to be done again. This is necessary due to the highly fluctuating area of operation which the helpline serves. This phase ends when it has been decided by the actor aiming to set up the helpline (the Ministry of Gender, Child and Social Welfare) that the time is right to start setting up the helpline.

Phase Two: Set Up Phase

As the name suggests, this phase consists of all activities necessary to have a fully operational helpline. What a fully operational helpline consists of depends on the outcomes of phase one. In phase one it might be decided that the helpline will commence with only listening, counselling and minimal referral activities. Or the research in phase one might indicate the need, and possibility, to set up a helpline which has a sturdier referral system, necessitating a case management unit, as well as outreach activities. The shape and form of the helpline are therefore decided in phase one, depending on the outcome of phase one, phase two will make sure all requirements to set up this helpline are in place. Phase two ends when all necessary requirements for a helpline (including funding, a physical location, trained staff etc.) are present.
Phase Three: Operational (Pilot) Phase I

In this phase the helpline starts its activities. It is recommended that the helpline starts off in a pilot project way. This means that the helpline does not function at the top of its abilities. For example, during the pilot phase it can be decided to target one city (often the capital city) or region of a country. Operation Phase I (pilot phase) allows the helpline to be tested, as well as giving helpline staff the possibility to get used to their new roles and responsibilities. Alternatively, it can be decided in the pilot phase, to start with limited opening hours, instead of immediately engaging in 24/7 coverage. These decisions are partly influenced by the outcome of phase one. The third phase ends when the helpline is able to function appropriately within the limits dictated by the pilot phase.

Phase Four: Operational Phase II

This is the phase in which the helpline is functioning at its intended capacity. All systems and staff are fully aware of their tasks and responsibilities. In this phase children are able to reach the helpline as has been communicated to them (ideally 24/7), and they receive the assistance they need or desire. In this phase of the timeline regular ongoing activities are scheduled, such as supervisor meetings, individual one-to-one meetings etc. This phase runs continually during the lifetime of the helpline. Nevertheless, a fifth phase is also suggested.

Phase Five: Revision Phase

Though phase four is ongoing, it is recommended that every so many months (at least every twelve months) a brief revision is made of the helpline’s activities and area of operation. In countries were the area of operation changes frequently, the revision phase becomes part of the Operational Phase II. In all other situations this revision activity can take place once a year. The revision activity is informed by some of the activities of phase one. Therefore, it is helpful to visualize the five phases of a child helpline in a circle, which has been done below. After the visualization the different phases of the timeline for setting up a helpline in South Sudan are presented.
Annex Two: CHI Background, Manuals & Guides

The following Manuals and Guides need to be consulted when setting up a Helpline in South Sudan, especially the top 3:

1. How to Build a Child Helpline Manual
   http://www.childhelplineinternational.org/media/35372/how_to_build_a_child_helpline_manual_final_e.pdf

2. Role of Child Helplines in Emergencies

3. Counselling Practices Guide
   http://www.childhelplineinternational.org/media/63864/counselling_practices_guide_english.pdf


5. Fundraising Manual
   http://www.childhelplineinternational.org/media/77030/fundraising_manual_final_e.pdf


7. Advocacy Manual
   http://www.childhelplineinternational.org/media/88872/advocacy_manual_eng.pdf

8. Gender Toolkit
   http://www.childhelplineinternational.org/media/146644/girl_power_gender_toolkit.pdf

Background Information CHI

All CHI’s activities consist of offering services to child helplines in all stages of development, working with the telecommunications sector to ensure free-of-cost access to child helplines, and working to strengthen national child protection systems by using child helpline data to advocate before key decision makers. CHI employs a multi-stakeholder approach, working with local, regional and national stakeholders and partners. In addition, CHI works to ensure ongoing opportunities for all members and partners to enhance their services through workshops, trainings, peer-exchanges, and other vital opportunities for knowledge sharing. Finally, CHI uses network-wide data and information to advocate and lobby for strengthened national child protection systems and fulfilment of children’s rights, with key decision and policy makers.25

In order to maintain a professional, quality network, CHI’s members must adhere to membership requirements, which change depending on whether they are full, associate or potential members.26 Child helplines base their work on the principles of the United Nations Convention on the Rights of the Child (UNCRC) adhering to four core principles: non-discrimination; the best interests of the child; the right to life, survival and development; and respect for the views of the child.27 Child helplines are help and support services for children that allow them to be heard. CHI’s Vision and Mission are listed in the text boxes below. The core of CHI’s work is depicted in its ‘Soul Statement’, which can be found in CHI’s Articles of Association (Article 2.1), from March 2009. The Statement reads:

“Children are full citizens of the world. They need, deserve, and have an inalienable right to respect, nurturance, and support aimed at keeping them safe and helping them to participate fully in their lives according to their individual capabilities. Adults have a special obligation to ensure that children are safe and receive this respect, nurturance and support. Child helplines provide children with unique opportunities to express their thoughts, feelings, and needs and to seek help in their own terms, without fear or inhibition. Trusted by children, child helplines help to keep children safe and to receive respect, nurturing and support. They do this through their own direct responses and by using the knowledge given to them by children to advocate on their behalf. CHI exists because child helplines around the world gain strength from working together to express these shared ideals, values and beliefs.”28