



**NORWEGIAN CHURCH AID**  
**The NCA Darfur Programme**

Supported by: **actalliance** and



**ACT/CARITAS APPEAL DARFUR – 2016 Programme**  
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## Contents

Acronyms.....	3
Executive Summary .....	4
<b>1 Introduction .....</b>	<b>6</b>
<b>1.1 Member Information .....</b>	<b>6</b>
<b>1.2 Governance of the NCA DP.....</b>	<b>9</b>
<b>2 Background to the 2016 Appeal .....</b>	<b>11</b>
<b>2.1 Developments in the Humanitarian Context – 2015.....</b>	<b>11</b>
<b>2.2 Approach &amp; Strategy - Strengthening Community Resilience and Building a Sustainable future ...</b>	<b>13</b>
<b>2.3 Reviews, Monitoring and Evaluation 2015-16 .....</b>	<b>18</b>
<b>3 Areas of Operation and Planned Beneficiaries.....</b>	<b>21</b>
<b>3.1 Planned Beneficiaries.....</b>	<b>21</b>
<b>3.2 Areas of Operation.....</b>	<b>22</b>
<b>4 Programme Plans for 2016 .....</b>	<b>25</b>
<b>4.1 Water, Sanitation and Hygiene (WASH) .....</b>	<b>25</b>
<b>4.2 Health and Nutrition .....</b>	<b>30</b>
<b>4.3 Emergency Preparedness and Response .....</b>	<b>35</b>
<b>4.4 Livelihoods.....</b>	<b>40</b>
<b>4.5 Education (ERRADA).....</b>	<b>44</b>
<b>5 Partnership and Partner Development .....</b>	<b>47</b>
<b>5.1 Approach to Partnership and Partner Development .....</b>	<b>47</b>
<b>6 Organization Development and Capacity Building.....</b>	<b>48</b>
<b>7 In Country Support Functions .....</b>	<b>51</b>
<b>7.1 Finance Section .....</b>	<b>51</b>
<b>7.2 Operations Department.....</b>	<b>51</b>
<b>7.3 Human Resources .....</b>	<b>52</b>
<b>Table: Number of Staff as of October 2015.....</b>	<b>52</b>
<b>7.4 Donor Liaison and Communications.....</b>	<b>54</b>
<b>7.5 In Country Coordination.....</b>	<b>56</b>
<b>Budget Summary .....</b>	<b>57</b>
<b>Annex 1: Details of Programme Achievements in 2015.....</b>	<b>58</b>
<b>Annex 2: The CSA.....</b>	<b>60</b>
<b>Annex 3: Organograms .....</b>	<b>61</b>
<b>Annex 4: Primary Risks and Assumptions 2016 .....</b>	<b>63</b>

## Acronyms

ACT	Action by Churches Together	MoE	Ministry of Education
ANC	Ante Natal Care	MoH	Ministry of Health
AU	African Union	MUAC	Mid Upper Arm Circumference
BMZ	(German) Federal Ministry for Economic Cooperation and Development	NCA	Norwegian Church Aid
CAFOD	Catholic Agency for Overseas Development (UK)	NFI	Non-Food Item
CATS	Community Approaches for Total Sanitation	NGO	Non-Governmental Organisation
CBO	Community Based Organisation	NISS	National Intelligence and Security Services
CDK	Clean Delivery Kits	NNGO	National Non-Governmental Organisation
CFM	Country Funding Manager	NORAD	Norwegian Agency for Development Cooperation
CHAST	Child Hygiene and Sanitation Transformation	OCHA	UN Office for the Coordination of Humanitarian Affairs
CHC	Community Health Committee	ODCB	Organisational Development and Capacity Building
CHF	Common Humanitarian Fund	OTP	Outpatient Therapeutic feeding Programme
CI	Caritas Internationalis	PDP	Performance Development Process
CMAM	community management of acute malnutrition	PHC	Primary Health Care Clinic
CRS	Catholic Relief Services	PLW	Pregnant or Lactating Women
CSA	Compliance, Support and Advisory (group)	PMF	Performance Measurement Framework
DDPD	Doha Document for Peace in Darfur	PMTCT	prevention of mother to child transmission
DCA	DanChurch Aid	PNC	Post natal care
DFID	Department for International Development	PTA	Parent Teacher Association
DNH	Do No Harm	RBA	Rights based approach
DP	DP	SAF	Sudanese Armed Forces
DPA	Darfur Peace Agreement	SCC	Sudan Council of Churches
DRA	Darfur Regional Authority	SDC	Swiss agency for Development and Cooperation
DRC	Disaster Risk Committee	SFC	Supplementary Feeding Centre
ECHO	European Commission Humanitarian Aid Office	SFP	Supplementary Feeding Programme
EPI	Expanded Programme of Immunization	SHARP	Sudan Humanitarian Assistance and Resilience Programme
EPRU	Emergency Preparedness and Response Unit	SLA/MM	Sudan Liberation Army – Minni Minawi
ES	Emergency Shelter	SLM/AW	Sudan Liberation Movement – Abdul Wahid
GBV	Gender Based Violence	SMoH	State Ministry of Health
GoS	Government of Sudan	SNAP	Sudan National AIDS Programme
HAC	Humanitarian Aid Commission	TA	Technical Agreement
HH	Household	TBA	Traditional Birth Attendant
HR	Human resources	ToT	Training of Trainers
HSO	Health and Security Office/Officer	TT	Tetanus Toxoid
IDP	Internally Displaced Person	UN	United Nations
IEC	Information, Education and Communication	UNAMID	United Nations Advanced Mission in Darfur
IGA	Income Generating Activity	UNDP	United Nations Development Programme
IMCI	integrated management of child illnesses	UNDSS	United Nations Department for Safety and Security
INGO	International Non-Governmental Organisation	UNHAS	United Nations Humanitarian Air Services
JEM	Justice and Equality Movement	UNICEF	United Nations International Children's Fund
KAP	Knowledge Attitude and Practice	VCCT	Voluntary Confidential Counselling and Testing
LCU	Logistics Coordination Unit (UN)	WASH	Water, Sanitation and Hygiene
LM	Logic Model	WES	Water and Environmental Sanitation (GoS)
LPPPD	Litre Per Person Per Day	WFP	World Food Programme
MoA	Ministry of Agriculture		

## Executive Summary

This 2016 Darfur Programme (DP) Appeal has become the 13<sup>th</sup> annual appeal since the start of the Caritas Internationalis (CI) and ACT Alliance (ACT) collaboration, beginning in 2004. Since the start of this collaboration, the DP has been able to actively respond to the ongoing humanitarian crisis that continues to erode the Darfur region. This erosion has left a majority of the Darfuri population in the midst of a vicious cycle; torn away from their homes – and having to call IDP camps their new home – being stripped of their livelihoods and living in poverty. It has been estimated by the United Nations Office for Coordination of Humanitarian Affairs (OCHA) that this ongoing conflict has left nearly 3.3 million people internally displaced and 4.4 million people - including IDPs and the host communities - in need of humanitarian support and assistance (OCHA, October 2015). The numbers will inevitably increase throughout the year; however, 2015 has proven to be one of the worst years yet; pressure continues to be mounted on those existing camps and basic services.

Recent years have shown that the ongoing nature of the Darfuri crisis has created a steep deterioration of funding. After more than 10 years of conflict in the region – and with no foreseeable end in sight – donors have become discouraged and disenchanted by the idea of putting funds towards Darfur, and Sudan, in general. Thus, the DP has been negatively affected and, in 2014, was forced to reduce its budget twice throughout the year. It is for this reason as to why the 2015 year saw a much smaller scope and range of activities than previously. After having witnessed the incremental decline in funding across Sudan, the 2016 Appeal has therefore had to build out a budget which is much more realistic with the current donor trends; thus a sizable decrease will be outlined below.

In the first six months of the DP 2015, restructuring occurred in order to effectively carry out the rest of the year. Following this, the DP came out with a decision to close the office in Garsila; however, maintaining some activities but seeing the necessary support out of the Zalingei office. Thus, the size of the organization had to be reduced; nearly 40 support staff had to be let go.

Additionally, in the first six months of the 2015 DP activities, it was witnessed that some national staff were able to take over some roles which were previously filled by internationals expatriates. This is especially following the expulsion of three international staff; an unexpected turn of events for the programme, based on higher level political decisions.

The ability for a number of staff to move into these sorts of roles would not have been possible without the support of the ODCB sector and their ability to see to it that 18 NCA staff members were able to participate in an accelerated capacity building and development training. This was done strategically so to ensure that NCA was doing its part in the Sudanization process; local staff will be able to see through the completion of activities and provisions through such training, if necessary.

2015 has proven to be an engaging year. In June, members of the Compliance, Support and Advisory (CSA) committee came together in Khartoum, Sudan to discuss a number of programmatic variables including: the future of the CSA and its current practices and processes, declining budget and challenges relating to project implementation with limited cash flow. This was exemplified by the fact that due to limited funding and cash flow, the education sector has seen a number of challenges in its implementation and ability to carry on its partnership with ERRADA, in this particular sector.

At the same time as the CSA meeting, a donor visit to monitor the DP took place with a number of CI and ACT donors in participation. The visit allowed donors to meet with the programme team, connect with community members and witness the work which continues to try to meet the needs of these vulnerable communities. The end of the visit was marked with a joint event with CSA and donors coming together to meet and discuss their respective experiences. Discussions proved to be fruitful

and were followed up in Rome, in October. Participants were able to visit a number of camps in Central and South Darfur in an attempt to assess the situation of affected IDPs in camps and verify the gaps which the programme was reporting in previous periods. Reflections and ideas were shared on improving and enhancing donor commitments as well as ways to try to fix issues pertaining to cash flow.

There are a number of key programmatic elements which will be focussed on in 2016. They include:

1. The need to build on previous years of **strengthening partner capacities** will continue throughout 2016. The next year training and capacity building plan for partners in operational areas includes; finance and budget management for non-finance staff, resource mobilization and fundraising, project cycle management, report writing, etc. Due to the continuation of the DFID resilience project, Taadoud, capacities in livelihoods will continue with Mubadiroon into the 2016 year.  
Challenges as they relate to the education sector have led to continued efforts to support national partner, ERRADA through capacity development efforts as well as an effort to continue to work with them in the education sector.
2. As a natural progression that comes from having to downsize a programme and its scope, the **geography of the DP** will continue to work within the confines of South and Central Darfur. After having had to recently close the Garsila, Central Darfur office in September 2015 and continuing efforts out of the Zalingei office, the DP will continue to work hard and focus its attention on the two Darfuri states in order to provide more concentrated efforts and support to these vulnerable populations.
3. With the 2016 year in full swing comes the start of a new NCA Five Year Strategy. In an attempt to provide additional focus to the now two Darfuri states, a more **sectoral specific approach** will be in play. WASH, H&N as well as economic empowerment (livelihoods) will be the more prominent sectors for the DP alongside: education, ODCB and EPR, both this year and in the years ahead.
4. A **structural review** took place early on, in 2015. The review was used to take into consideration – and make structural changes to – the DP due to the ever-changing context in Darfur and the process of Sudanization. The review concluded a need to rejig the use of the guest house in Khartoum as well as close down the Garsila office (but maintaining activities through the Zalingei office). This has worked to free up some administrative funds and has helped to pave the way for the future of the programme. The same sort of review will be done in 2017 for the new five year strategy document.

Due to working in a contextually precarious region, challenges related to safety, security and accessibility remain commonplace. Being able to access certain populations, ensure continual cash flow, and steady logistical capabilities as well as garnering the necessary agreements and permissions remains a daily battle. While some parts of the Darfur region have seen a level of calm, conflict does still exist and continues to challenge the status quo.

With this in mind, the DP has – with the new five year strategy – decided to try to take a more long-term and sustainable approach to programming. With the active introduction of livelihoods through the joint Taadoud project consortia, lessons have been learned on what works and how to move this forward into the next five year phase of the DP. Thus, economic empowerment (livelihoods) have been planned for the coming years in order to think more strategically about sustainability. While this may not be ‘humanitarian’, as per the original context of the DP, the need to create a level of sustainability within the region and build communities up is necessary in order to support instances of emergency preparedness and relief. In order to seek positive change in this regard, it is hoped to continue working closely with national partners and government in order to support this gradual and cohesive approach.



Close and integrated work has – and will continue to be - consistent between the DP, partners and other relevant stakeholders. 2016 will see a continuation of this with government partners so to ensure continuous support and sustainability towards the DP framework. Thus, it is in the best interest of the DP to continue building the capacity of these relevant government bodies and ensuring the future of the programme.

None of this; however, would be possible without the effort and support that has been provided to the DP and its varied operations over the years. It is our great hope that we will be able to continue to seek out your support through the 2016 appeal so that we are able to see tangible and positive change in the lives of so many conflict affected people.

## 1 Introduction

**Chapter 1 – Introduction:** a brief background to the programme and basic information on the members including the new national partners, ERRADA and Mubadiroon as well as an overview of the programme governance and out of country support.

**Chapter 2 – Background to the 2015 Appeal:** information provided on the current context in Darfur as well as recent developments in the humanitarian situation. The programmes' approach and strategy development are also included here. This chapter concludes with a summary of the reviews and monitoring and evaluation which was carried out in 2015 and plans for 2016.

**Chapter 3 – Areas of Operation:** gives a rationale for the geographical areas of operation and the location of the field offices in Central Darfur (Zalingei and Garsila), South Darfur (Nyala and Bilel) and new rural and returnee areas. The overview of beneficiaries by sector, locality and category can be found in Annex 5, which is enclosed separately.

**Chapter 4 – Programme Plans for 2016:** provides detailed plans for each of the programme sectors including: WASH; health and nutrition; emergency preparedness and response; education; and livelihoods.

**Chapter 5 – Partnership and Partner Development:** explains the approach to partnerships and the planned activities of the Organizational Development and Capacity Building (ODCB) unit for the capacity development of the national partners throughout 2016.

**Chapter 6 – In Country Support Functions:** exemplifies the ways in which the delivery of the programme will be supported and facilitated by the various "in-country support" units and functions, including: the finance section, operations department, security management, donor liaison, communications and coordination mechanisms.

Annexed you will find a summary of achievements in 2015, member and partner organograms and a summary of risks and assumptions. The sector specific Logic Models (LMs) and Performance Management Frameworks (PMFs) are provided separately as Annex 6 and Annex 7.

### 1.1 Member Information

#### 1.1.1 The ACT Alliance and Caritas Internationalis Confederation

The ACT Alliance is a network of Protestant and Orthodox churches and church-related aid and development agencies worldwide. Caritas Internationalis is the confederation of 164 Roman Catholic Emergency Response and Development agencies (Caritas Member Organizations) worldwide. Together the ACT Alliance and the Caritas Internationalis Network represent the majority of the

Christian faith-based humanitarian aid agencies, with a presence in most countries worldwide. The ACT Alliance and the Caritas Internationalis Network agencies have a shared commitment to quality and standards in the delivery of humanitarian aid, alongside a common understanding of humanitarian principles. In the NCA DP, the ACT Alliance and the Caritas Internationalis network agencies have come together to provide a response to a major humanitarian crisis, thereby consolidating human and financial resources under the lead (liaison) of mandated agencies. NCA and CAFOD are acting as lead agencies for the ACT Alliance and the Caritas Internationalis network respectively, with other member agencies contributing staff or other resources to the joint response where possible.

Strong lines of communication are maintained between the two lead agencies and the three implementing members and their principal sources of support within the ACT Alliance and Caritas Internationalis networks is to ensure that all are working towards a common purpose and to promote sharing of information. ACT and CI are actively committed to the IFRC and NGO Code of Conduct, People in Aid and to the SPHERE Humanitarian Charter and Standards. ACT Alliance has approved policies for 'Code of Conduct on Sexual Exploitation, Abuse of Power and Corruption' and 'Anti-Fraud and Corruption'. NCA and CAFOD are both certified by the Humanitarian Accountability Partnership (HAP).

#### 1.1.2 Norwegian Church Aid (NCA)

NCA has worked in Sudan since the early 1970's, predominantly in what is now known as South Sudan, on both sides of the conflict lines. NCA has offices in Khartoum and Darfur and has been involved in various relief operations throughout the years in different areas of the country. On the 9<sup>th</sup> July 2011, the NCA programme in South Sudan was established as a separate Country Programme to Sudan. NCA is active (either through partners or through operational activities) in Greater Khartoum, White Nile, and South, North and West Kordofan through national partners.

NCA provides the legal basis for the operation in Darfur as well as taking lead responsibility for procurement and financial management on behalf of the two networks. By providing the legal basis for the operation, NCA is legally responsible for the programme under Sudanese Law. The operational entity has to be referred to in its totality as the NCA DP. To distinguish between the directly implemented activities of NCA and those of national partners the NCA part of the programme is referred to as the NCA component of the NCA DP.

National staff in the NCA component of the programme are legal employees of NCA. With the establishment of a secondment agreement in October 2005 with CAFOD, NCA is responsible for managing all international staff whilst they are in Sudan irrespective of which agency they are seconded by.

In 2015, NCA undertook direct implementation in the following sectors: Health and Nutrition, WASH and Emergency Preparedness and Response. The programme activities of NCA are supported by sections and teams covering the following functions: administration, HR, finance, logistics, ODCB, donor liaison and communications, planning, monitoring and evaluation.

The NCA component also supports national partners in the implementation of activities where necessary, as well as with capacity building. The nature and level of support provided varies depending on the needs of each organisation. Currently there are 123 national and 4 international staff managed by NCA in the programme.

### 1.1.3 CAFOD

CAFOD is the official relief and development agency of the Roman Catholic Church in England and Wales and provides humanitarian and development assistance in over 60 countries world-wide.

CAFOD works closely with partners in Sudan and South Sudan. In 2005, CAFOD opened an office in Khartoum from where its Sudan programmes are managed. Since the secession of South Sudan from Sudan in July 2011, CAFOD made a strategic commitment to maintain a presence and operation in Sudan. The Sudan country programme based in Khartoum maintains close working relationships with the Catholic Church in Sudan whilst also nurturing appropriate secular partnerships for emergency education and livelihoods work.

Throughout 2015 CAFOD to play a supporting role which it has maintained since the launch of the original ACT/CI response in July 2004. CAFOD has – and will continue to - provide specific responsibilities and support for the recruitment of international personnel (apart from those recruited directly by NCA). International personnel recruited by CAFOD are seconded to the NCA component of the DP using the “Secondment Agreement.” Alternatively they may be seconded, with the approval of NCA line management, to the national partners under separate individual agreements.

CAFOD also coordinates pledges from CI member organisations to the Programme; transfers funds received in response to the Joint ACT/Caritas Appeal for the Programme to NCA HQ. CAFOD HQ provides a representative for the Compliance, Support and Advisory Group (CSA) as well as line-managing the Secretary to the CSA Group and sourcing specific thematic support to the programme.

### 1.1.4 ERRADA

The ACT Alliance member, Emergency Relief, Rehabilitation and Development Agency (ERRADA), was established in 1997 by the Sudan Council of Churches (SCC) and formally registered with HAC in 1998 as a national humanitarian organization to operate nationwide in the field of emergency, relief, rehabilitation and development.

ERRADA is responsible for coordination and implementation of social services through the networks of local churches and communities such as Inter-Church Committees (ICCs) and emerging community based organizations (CBOs), as well as strengthening their capacities to respond to emergencies and disasters.

ERRADA is the humanitarian wing of SCC with its head office in Khartoum, and in 2013 was able to register as an operational NNGO in South Darfur in order to resume the activities formerly implemented by SCC. In addition to Darfur, ERRADA works in Khartoum, Blue Nile, White Nile, North Kordofan and River Nile states.

ERRADA works on the provision of basic health care, control of communicable disease, HIV awareness, promoting access to safe drinking water, sanitation and hygiene, education support, disability activities, livelihoods and social reintegration services as well as emergency preparedness and response services.

As part of the DP, ERRADA supported efforts linked to the education and livelihoods sectors. ERRADA currently has 51 staff working in South Darfur, Kosti and Khartoum as well as more than 45 volunteers in Khartoum, Kosti, Atbara, El Obeid and Demazin.

### 1.1.5 Diocese of El Obeid

The Diocese of El Obeid covers three major regions in Sudan; South Kordofan, Darfur, and North Kordofan. It lies in an area that covers 889,000 square kilometres and covers five federal states. The Diocese is running 14 large parishes in Darfur, the Nuba Mountains and Abyei. During the conflict



between 1983 and 2005 The Diocese was instrumental in delivering services to the poor and affected, including caring for millions of IDPs. The Diocese focuses on: providing education to the most vulnerable in society, supporting health centres in the Diocese, promoting inter-faith dialogue and cross-cultural understanding, peace-building through education and training in conflict resolution, ecumenical support to assist churches in supporting one another, and capacity building of youth to help them gain qualifications and new skills to successfully enter the job market.

## **1.2 Governance of the NCA DP**

The cooperation (between the ACT Alliance, Caritas Internationalis, NCA and CAFOD) concerning the DP is spelled out in a MoU. The governance arrangements of the NCA DP which have been in existence since 2008 were revised in 2013 and a new MoU was signed by all CEO's during their joint visit to Sudan and Darfur, in June 2014.

At an international level the CSA brings together representatives of NCA HQ, ACT HQ, Caritas Internationalis and CAFOD HQ. The CSA is responsible for approving annual funding appeals on behalf of the NCA DP to the ACT and Caritas networks; mobilising funding, approving reports, and setting strategic parameters for the DP. In 2014, Core Fellowship partners consisting of representatives of the SCC and SCBC were invited to join the CSA.

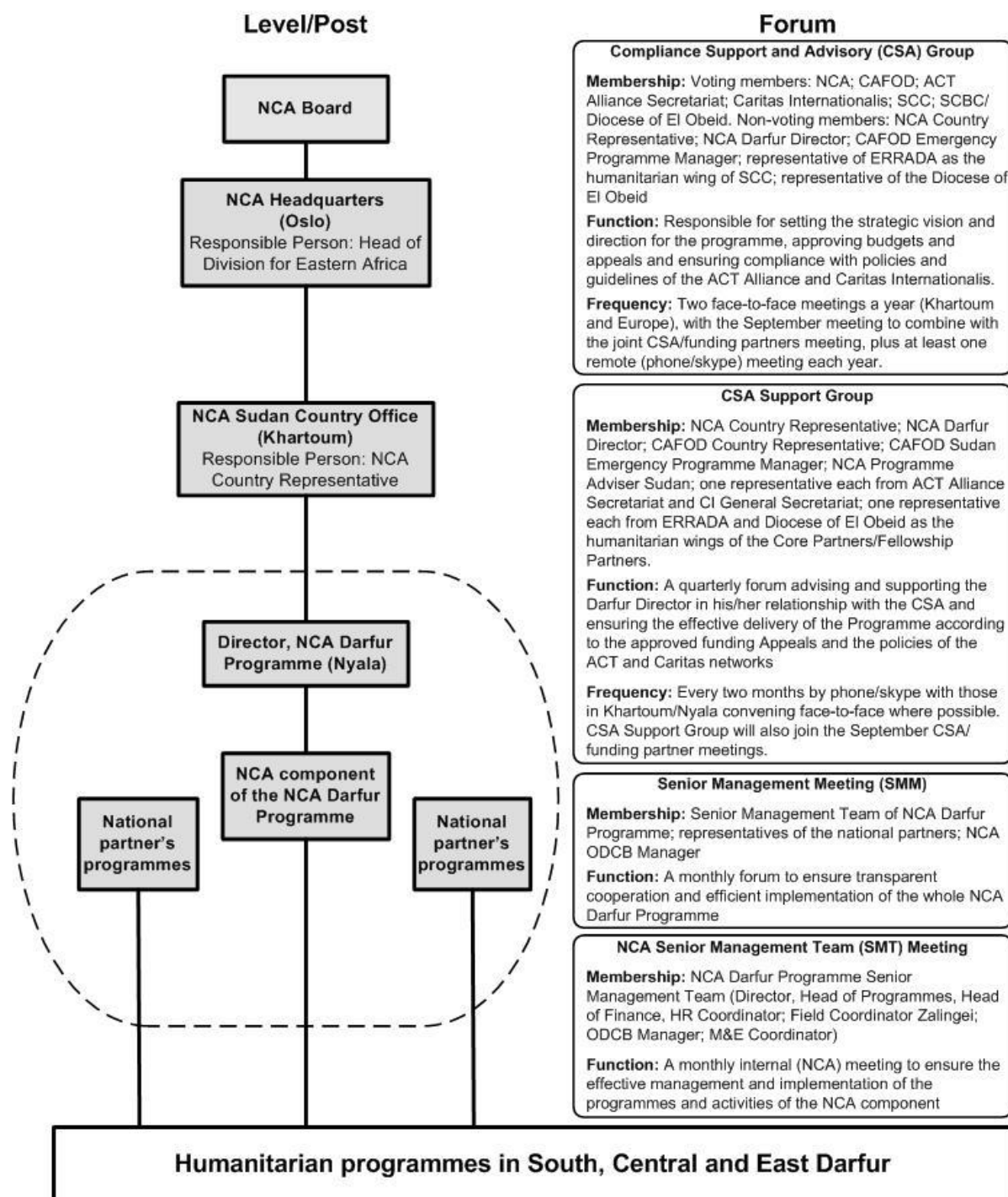
Between 2008 and 2012 a National Coordination Group (NCG) met periodically to support the programme. Following the closure of the two main partners to the DP, the SCC and SudanAid, the function and role of the NCG was brought into question and, following a review of the governance structure of the programme, in 2013 the decision was made to discontinue the NCG.

Other changes to the governance structure which were agreed upon by the CSA included the establishment of a CSA Support Group. This is a technical group, partially playing a coordination role between the different actors in the country, and partly providing technical support to the programme management. For details of the roles, responsibilities and participation in the new structures please see Annex 3.

As illustrated in the below diagram, the DP remains clearly integrated within NCA Sudan with a clear line of accountability running from the DP up through the NCA Sudan Country Office to NCA Headquarters (HQ) Oslo, and ultimately to the NCA Board. The diagram also provides an idea of the roles and responsibilities of the different partners and how they interact with NCA.

The governance structure includes revised participation in the CSA and a reduction in the frequency of physical meetings from 3 to 2 meetings a year, with at least a 3<sup>rd</sup> meeting, to be held via Skype. The reduction in the frequency of meetings has been enabled by the introduction of the CSA Support Group.

## NCA Darfur Programme: Legal accountability line and governance/coordination forums



## 2 Background to the 2016 Appeal

### 2.1 Developments in the Humanitarian Context – 2015

#### Economic

It is well known by now that Sudan is an extremely poor country which has been experiencing a protracted crisis affecting the economics of the country. Due to a number of issues as they relate to social conflict, the secession of South Sudan and civil war, Sudan has, in the last five years, lost  $\frac{3}{4}$  of its oil production. Root causes of these issues stem from the separation of South Sudan, in 2011 leaving Sudan struggling to stabilize its economy and makeup for the loss of foreign exchange earnings. The interruption of oil production in South Sudan in 2012 spanning over a year and the consequent loss of oil transit fees further exacerbated the economic challenges being faced by Sudan.

US sanctions against Sudan have also played a part in the economic downfall. While this has been the case for a number of years, Sudan continues to attempt to develop non-oil sources of revenue as can be seen with the fairly recent discovery of gold mining in the country. Additional attempts can also be witnessed through Sudan's exportation of gum Arabic; agriculture continues to employ nearly 80% of the Sudanese workforce. However, due to the ongoing conflict in South Kordofan, Darfur and Blue Nile States; lacking basic services and infrastructure as well as the reliance had by much of the population on subsistence agriculture ensures that nearly half the population is either sitting at or below the poverty line (World Bank Report, 2015).

#### Food Security & Nutrition

According to the October 2015 FEWS NET, the delayed onset of seasonal rains throughout much of the country, rainfall totals remained far below the average. As a result, areas planted in the rain fed sector has dramatically declined and pasture conditions have not regenerated as they typically do. Vegetation conditions remain well below average across much of the Darfur region and in localized areas of North and South Kordofan states.

The forecasts from the July – December 2015 FEWS NET indicated poor overall levels of rainfall was expected to reduce cultivation and income from seasonal agricultural labour. This is due largely to the decline in agricultural labour demand. Wage labour to cereal terms of trade (ToT) will likely deteriorate in the coming months. Harvests, although anticipated to be below-average in many areas, will hopefully improve food security come November.

#### General Humanitarian Situation

No.	Year	No. of IDPs
1	2010	268,000
2	2011	80,000
3	2012	114,000
4	2013	380,000
5	2014	431,291
6	2015	104,098

## **UNAMID**

The mandate of the UN-AU Mission in Darfur (UNAMID), with 15,845 military personnel and 1,583 police officers has been extended until 30 June 2016, as a consequence of Resolution 2228 on Darfur, unanimously adopted by the UN Security Council, according to UNAMID report (June, 2015). The resolution, drafted by the UK, was approved by all UN Security Council (UNSC) members, including China and Russia. A potential exit strategy of the peacekeeping mission is made entirely dependent on benchmarks rejected by the Sudanese government. Any change of policy will have to be authorised by the UN Secretary-General, and "...be based on progress against the benchmarks and the conditions on the ground" while being "...implemented in a gradual, phased, flexible and reversible manner." In instances where changes need to be made, particularly as it pertains to progress or worsening conditions in the region of the mission, this decision can ultimately be reversed.

Of course this decision regards the protection of civilians; thus, UNAMID will continue to move in the direction of a more preventative and pre-emptive approach. This will be done through engaging in effective patrolling in high risk areas, including regions with large numbers of displaced people so to facilitate humanitarian access to those effected. Ultimately, the presence of UNAMID has been a positive contribution for humanitarian and development agencies, in Darfur.

## **Addis Peace Negotiations**

Peace negotiations continued throughout 2015, in Addis Ababa, Ethiopia, under the arbitration of the Head of the African Union High Level Implementation Panel (AUHIP). The most recent meeting, held in July 2015, ended with former South African President, Thabo Mbeki, concluding that no tangible solutions had been brought to the table in an attempt to stop the conflict in Darfur.

Despite a majority of Sudan's faction rebel leaders not having much hope in the prospect for these peace talks, they have maintained that they will sit with the GoS to build upon a comprehensive peace agreement so long as the participation of all opposition groups are included. It is with this in mind that the GoS expressed their willingness to participate in peace talks but only with the Sudan People's Liberation Movement-North (SPLM-N).

## **Darfur IDPs & Returnees**

Sudan's humanitarian needs are mainly a result of armed conflict which has fuelled mass displacement. The most affected areas include: Darfur, South Kordofan and Blue Nile States where the protracted conflict has proven to be intense and without an end in sight. According to IOM (October 2015), intertribal fighting in North, East and Central Darfur resulted in hundreds of deaths and the significant displacement of about 150,000 people in Darfur and South Kordofan States.

3.1 million IDPs and refugees are in need of humanitarian assistance, protection and immediate relief assistance including: health, food, nutrition, WASH, shelter and education services, which continue to be the priority. Improving access to basic services is also essential to build the resilience of displaced and vulnerable communities that are currently underserved; 2.7 million people alone have been living in displacement for at least one year in Darfur, South and West Kordofan and Blue Nile States. OCHA (October 2015) reported 104,098 newly displaced IDPs throughout the five Darfuri states. These individuals have been living in IDP camps for an extensive period of time and are in desperate need of opportunities to enhance their self-reliance; integrated livelihood interventions would prove worthwhile. In addition to the new arrivals, OHCA, in its weekly humanitarian update (October, 2015), reported that a number of IDPs had voluntarily returned back to their homes but are still in urgent need of food, shelter and start up livelihood support.

### **Changing Programming Context**

According to OCHA and the GoS Joint Strategic Response Plan, the funding needed for the entire country, in 2015, is at USD\$ 1.04 billion, of which 57% has been funded to assist 6.6 million people in need of humanitarian assistance (OCHA, November Bulletin, 2015). The concurrent flow of IDPs into camps has not only significantly reduced the existing living conditions but has also put unnecessary pressure onto existing services. It is important to additionally note that this has, in some instances, challenged the ability of the programme to meet SPHERE Standards. Data from NCA-supported facilities shows declining indicators of SAM from 2012 to 2014. Inadequate and unsustainable support to target communities may lead to a slide to catastrophic levels which will be more expensive to correct. The 2015 SAM rate for Zalingei (7%) is more than three times the standard threshold for emergencies (2%). This indicator could therefore yield a potentially catastrophic health situation for the Darfuri population.

Due to the complex on-going nature of the Darfur crisis, constraints particularly related to security and the availability of funding, remain a hefty challenge to existing humanitarian actors. Of course, the impact of these challenges can be witnessed in the Darfur region and can be exemplified through the fact that a number of agencies working within the region have had to dramatically reduce the coverage of beneficiaries and/or close down offices. This has been the case with NCAs Garsila, Central Darfur State office, having had to close in September 2015. While activities continue onward in the area, support will come from the Zalingei office. Such a change has to do with limited funding opportunities for the NCA DP. Again, the impact can be seen in Darfur through the reduction of services being provided through agencies and the limited ability to recruit new international staff due to Sudanization.

## **2.2 Approach & Strategy - Strengthening Community Resilience and Building a Sustainable future**

The protracted nature of the conflict in Darfur has meant that after 10 years of humanitarian assistance, civilian populations in the region remain victims. The impact of this conflict continues to be affecting these populations negatively, especially due to its complex and prolonged nature. In 2014, the CSA approved a five year DP strategy, which has been revised this year. The strategy has been developed in order to attempt to adapt to the changing context in Darfur, focusing on implementing a transition from service delivery to community resilience building.

### **Strategic Vision**

While Sudan continues to face a number of constraints as it relates to Darfur, the DP will keep focused on building communities' resilience through integrating livelihoods, recovery and humanitarian assistance efforts. It is committed to the priorities which support the integrated DP and hopes to address three key areas in the years ahead:

1. The DPs emergency response interventions will focus on IDPs and new arrivals in Central and South Darfur States. Focus will be put on supporting returnees, pastoralists and other vulnerable communities as well as households affected by disasters throughout these states.
2. Continue building the capacity of partners, local stakeholders and grassroots structures which include: WASH, SILC and care group committees in an attempt to work with - and gradually transfer - the implementation and management responsibilities within South and Central Darfur States.
3. Build and follow an integrated planning and programming approach for thematic based (WASH, livelihood/DRR, H&N, education and capacity building) activities within the



geographic focus in an attempt to increase efficiency, effectiveness and sustainability of target populations.

4. Work within the key priorities of the target communities by considering the contributions of the outcomes to the strategic objectives of NCA as well as the availability of local opportunities and funding sources.

Although the grassroots organizations still have limited capacity, these local institutions have the potential to mobilize community resources and be used as a means to build the capacity of vulnerable populations. The DP will therefore seize this opportunity and direct its focus on transitioning from a 'hand out' form of assistance to that of supporting and empowering target beneficiaries without neglecting the need to save lives in cases of emergency. This integrated programming approach ensures ownership of programme results by the right holders. Strategically, therefore, most of the socio-economic infrastructures and services will be handed over to GoS or organized community groups but is dependent on the local context at the time. The DP will promote the integrated humanitarian and development activities in select rural villages and IDP camps to transform the livelihoods of the most vulnerable populations. Likewise, the DP will enhance meaningful participation of the communities and local institutions to ensure ownership of projects by communities and sustainability of its merits.

The DP needs to adapt disaster risk reduction (DRR) and adjust its approach to meet the needs of the affected population through a programme that is responsive to the changing context and supports communities and households' (HH) ability to bounce back from impacts of disaster. There is a need for the DP to develop programmes that will provide options for HHs to fulfil their immediate needs and to sustain their livelihoods. The interventions will be based on the communities' needs and priorities and their foreseeable contribution to the overall goal of NCA. This programme also considers the sustainability of the sectoral activities and its complementarity with the other sectors. This will ensure the programmes remain not only effective but also relevant to the needs of the IDPs, returnees and host communities. It will act as a catalyst towards innovative approaches in designing projects within a complex environment. The programme strategy and approaches have been aligned to the 2016-2020 strategic plan of NCA Sudan.

Strengthening resilience and facilitating durable solutions for conflict affected people, including reintegration and voluntary return of the IDPs has been highlighted as a key objective for 2016. Based on an assessment carried out in August 2013, the DP has developed a 5 year strategy. The strategy development process was participatory; information was gathered from key stakeholders including: staff, beneficiaries, government authorities and other agencies operating in the same target areas. In addition, the evaluation conducted in 2014 suggested some recommendations to guide the future direction of the DP.

## **Key Operational Strategies for 2016**

### **Operating Environment**

The key components which continue to drive the declining security situation in Darfur ranges from challenges related to economics, access to basic services (water, health care, etc.), access to land and natural resources. The fluid security situation of Darfur has changed, bringing new dimensions to inter-tribal conflict in various locations. In 2015, reports from OCHA indicated that an additional 104,098 people had been newly displaced, while 50,000 voluntary returns were additionally reported.<sup>1</sup> Emergency response will be one of the four thematic programme directions of the DP in 2016, aiming to save lives of new displacements. IDPs and the host communities will receive support through the

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<sup>1</sup> 2015 Annual Appeal figures.

provision of NFIs and emergency shelter materials alongside creating access to WASH, health and nutrition services and gradual linkages to livelihood resources.

Despite the upward trend for humanitarian assistance in the region, insecurity still poses a challenge for humanitarian actors operating in the region. Some of the challenges the DP and other implementing agencies have faced are: inability to see tangible results in a short period of time for long term interventions, long processes and time taken to get approvals by local authorities, restricted access to NGOs in reaching the affected people in some of the camps and in areas occupied by rebel forces, inconvenience of the rural roads due to lack of maintenance and insecurity issues to transport materials. Because of these constraints, the DP experienced delays in implementation and was obliged to request a no-cost extension for some of the WASH and livelihood projects. Finally, the engagement of international staff has been challenging due to the complex process and time required to get work and residence permits alongside the requirement of travel permits to move within the country and thus, the implementation sites throughout Darfur.

### **Integration**

Due to the complexities involved with this sort of operating environment – alongside the varied nature of services being delivered – integration will remain a core component of project designs. During 2015, the livelihoods sector was made the centre of programming, bringing a more integrated approach to the programme, which included more livelihood interventions introduced for WASH committees to strengthen their capacity to operate and manage WASH facilities. The introduction of horticulture gardens in the community based management of malnutrition projects brought together the livelihoods and WASH sectors to contribute towards improved levels of personal food production; combating malnutrition. The programme has emphasized strengthening livelihoods as a strategy to address some of the key causes of vulnerability in the operational areas. This is seen in the merger of DRR activities from EPRU into livelihoods work. Those WASH and DRR committees which were formed and trained in the past will contribute towards increased community capacity to cope with disasters through enhanced preparedness mechanisms. The programme will increase this integrated approach and replicate them across all areas of operations. The aim of the integrated approach is to enhance community resilience through the provision of complimentary and mutually reinforcing support that includes lifesaving interventions in health, nutrition and NFIs along with WASH and livelihoods in an attempt to strengthen interventions.

Recovery activities will be integrated organically and will include - in addition to internal integration - coordination with other agencies and stakeholders (including government, IDPs, UN agencies and possibly other INGOs) at a more concrete level than so far experienced. A holistic support package will be needed, not just isolated interventions. The selection of target areas has to be a careful process in consultation with all stakeholders involved. The security of the beneficiaries has to be respected and interventions planned in line with Do No Harm policies (conflict sensitive programming). If security considerations have not been planned well enough, people may soon be back in the camps (as has so far happened with many returnees).

### **Community Capacity Building and Participation**

Community participation in beneficiary selection and participatory planning are some of the tools that the DP and partners will use to promote the empowerment of people affected by the conflict in order to revive their social networks. To create local grassroots level capacity and to empower communities, the DP will explore opportunities to work closely with interested development committees, within IDP camps, at intervention sites, building the capacity of committees to become NNGOs that can be included in the partners' list of NCAs DP. This initiative will require a lot of engagement, however, the results will hope to yield truly motivated community-based organisations which can be established with local ownership of the activities. It is recommended that this idea should be explored and if viable,

the DP acknowledges the need for enhancing capacity building efforts of such organizations. Attention shall be paid to ensuring that the grassroots institutions are inclusive and truly representative of communities, particularly that of women.

IDP camp water user committee members and volunteers in South and Central Darfur were trained on rehabilitating hand pumps and maintenance of water distribution points. Lack of community ownership has been the main reason for water sources succumbing to disrepair, but now the delivered trainings has helped to create a sense of ownership towards water resources and other programmatic outcomes. The same principle applies to the link between community participation and sustainability which has been a major constraint in Darfur and elsewhere. However, concerted efforts towards community participation have created encouraging results in Darfur.

Targeted beneficiary communities have been actively participating during the needs identification, in setting priorities and during the planning process. The water users participate in trench excavation, backfilling works and by mobilizing local construction materials for the construction of water supply infrastructures in the Hassa Hissa, Hamidia and Khamsadagaing IDP camps, as well as in rural areas. The community hygiene committees conduct home to home visits and mobilize the residents to keep their surroundings clean.

The community care groups in health and nutrition projects were actively involved during targeting beneficiaries, selection and preparation of demonstration plots and during seed distributions. Moreover, the targeted communities for livelihood activities prepared demonstration and seed multiplication sites which were used as learning centres to the broader communities including the IDPs and the rural dwellers. The DP encouraged communities to actively engage themselves during field visits, bi-weekly review meetings and semi-annual programme reviews being conducted in the camps with communities, partners and local stakeholders.

### **Community Volunteerism**

It was made clear that the overall responsibility of the WASH facilities and resources in the IDP camps lies with the communities and the responsible authorities. The community volunteers took the responsibility for taking care of the WASH administration and hygiene promotion in the camps since the contracts of community workers with NCA was terminated by the end of 2014. Community level voluntarism will significantly contribute to the DPs ability to effectively mobilize communities' concerns and responsibility to care for and manage the development infrastructure and services without payments.

### **Sustainability**

Sustainability is inherently difficult to foster in a fluid context such as Darfur and when working with transient populations. At the technical level there is transfer of skills to communities who will be able to continue using skills attained beyond the project phase including when the IDPs return to their original homes.

The DP will continue efforts to replace fossil fuel powered water pumping systems with solar powered systems which have been accepted by communities as more sustainable due to lower operational and maintenance costs. However, the fluid nature of the environment has seen some systems being stripped of their panels and this is something the communities and the DP will have to find a solution to in order to ensure sustainability. Training of community members in the repair and maintenance of these systems has been ongoing over the years. In addition, more players have come within the solar pumping technology approaches, meaning that spare parts are now readily available. The programme will follow up new innovations in the solar pumping systems being developed by various renewable energy experts to provide durable solutions for accessing water. This system pumps water from a depth of 25 metres and produces double the amount of water provided by a hand pump.

The program will strengthen the current practices of improved seed multiplication by local farmers to increase availability of planting materials with reasonable prices from their neighbours. In line with this, the livelihood sector will work more on introducing improved agricultural technologies, varieties and skills to enable the farmers to learn and adopt the practices through demonstrations or the farmers' field school approach. The peer learning process will encourage men and women farmers to share their experiences and to solve challenges.

The household level gardening - rearing small ruminants and poultry production - are taken as easy and sustainable approaches to address the issues of acute malnutrition, which is above the threshold in the whole of Darfur. Financial sustainability is limited as the DP's funding is more or less short term thereby translating to short term programming. In view of the short term funding nature of the DP, emphasis will be made on strengthening community structures and encouraging ownership of the processes, outputs and outcomes.

### **Partnership Opportunities**

Without the role of national partners such as government and NNGO agencies, we would not be able to reach those communities which are in the most need for support. This is particularly due to the multiplicity of restrictions placed upon international agencies; thus, the GoS has continued to be an integral partner of the programme whereby continued efforts are put into place to strengthen upon the sustainability of the programme and its various elements.

Community based organizations (CBOs) also play a pivotal role in the delivery of project activities through linking NCA to the various areas where they are operational. Partnerships with CBOs allow not only for ensuring project implementation continues status quo but are also integral to the sustainable transfer of the DP to the community. This is not only helpful to NCA and its beneficiaries but also works to support the GoS 'Sudanization' strategy. Like in 2015, it is hoped that in 2016, the DP will seek to build and enhance partnerships with some CBOs. This is especially the case in WASH activities whereby the DP still directly implements most activities. However the DP works closely with two national NGOs (Mubadiroon and ERRADA) - as resource partners - implementing livelihood projects in Darfur.

Operationally, partnerships continue to develop among UN agencies and other INGOs. This can be exemplified through the Taadoud project being run through a consortia of five INGOs and which is being led by CRS.

### **Organizational Development and Capacity Building**

Organizational Development is key for the DP's long term strategy which hopes to uplift and increase the effectiveness and productivity of the DP. As the Darfur context is complex, change is inevitable. The DP, in the past year, has integrated the Human Resource (HR) section with ODCB to improve staff and partners' capacities, as a whole. The continued changes in Darfur in general and the DP, in particular, with regards to security, policy, humanitarian context, technologies and staff are challenging. However, over the past years the DP has worked to effectively handle change both internally and externally. In 2016, the DP will continue its initiatives to develop national staffs' technical and management skills based on identified needs and priorities, to enable the staff to manage change and be effective successors. An inclusive change management approach will be utilized in improving the DP's performance. The DP's Accelerated Development Plan that was approved by the CSA will be taking up training in management, leadership and technical aspects to senior staff.

## 2.3 Reviews, Monitoring and Evaluation 2015-16

### 2.3.1 Introduction

During 2016, the DP M&E function will remain a core component to the DP in order to ensure the provision of quality accountability, transparency and quality assurance for the DP resources. The DP M&E will continue reporting in accordance to its set indicators and targets. The output level data collection and analysis will continue to feed into measuring the ultimate DP goal. It was additionally coordinate and provide feedback to the overall DP framework; its functions will remain decentralized among the sectors in order to provide clear and precise data collection, analysis, reporting and documentation. At all levels of the DP, an increase to participatory M&E approaches will be utilized in an attempt to stimulate community participation as well as that of the staff and partners involved in the monitoring and documentation stages of DP outcomes.

The 2014 programme evaluation report findings helped to develop action items for the current appeal in an attempt to gauge the way forward. The evaluation report recommended the development of one ultimate programme goal across all sectors. This recommendation has been adopted, and the 2016 programme appeal has been developed with a unified ultimate outcome for all sectors.

The Logic Models (LMs) and Performance Monitoring Frameworks (PMFs) shall remain integrated components of the DPs M&E system. These contain summary programme results, statements and performance measurement indicators. For each outcome, the DP has reduced the number of indicators to only a few measurable ones. The programme shall develop standardized data collection tools to be based on measurable indicators from the respective PMFs. During implementation, the PMFs shall be the key ingredients for performance monitoring. The monitoring system will be disseminated to the lowest programme level possible for purposes of common understanding of methodologies on information gathering. Reporting both at NCA and partner level will be based on the outcomes and measureable indicators outlined in the PMFs.

Capacity building of DP staff and partners on M&E components shall include but not be limited to approaches such as: mentoring, seminars, coaching and refresher trainings. These shall be organized both internally and externally, and in close collaboration with the ODCB department. Considerations of staff appraisals and performance development reviews (PDRs) from line sector managers will be extensively utilized.

The DP shall continue implementation of evaluation recommendations agreed upon by management from previous evaluation reports and updates provided to programme management on a quarterly basis.

The quarterly programme review and planning workshops conducted by the programme have provided a rich learning environment across the various sectors, partners and other programme stakeholders. These shall continue to be conducted internally and where funding allows; expansion to include exchange visits to like-minded organizations from ACT/CI agencies in other country programmes will additionally be considered.

In summary, the focus for the 2016 M&E plans shall remain centred on: a) maintaining quality programming by ensuring that adequate and measureable programme indicators are developed for performance measurement. Relevant tools are to be developed and continuously modified for information collection and management; b) building evidence-based monitoring and accountability systems at the community, organizational and partner levels; c) promoting learning internally for continual improvement; and d) incorporating components of HAP principles into practice.



### 2.3.2 Programme Evaluations Conducted in 2015

In order to ensure that programming stays accountable, a number of checks and balances must be taken into consideration. Throughout 2015, a number of evaluations were conducted. Below shows those evaluations which were done in 2015.

**Table1: Programme Evaluations Conducted in 2015**

<b>Name of Evaluation</b>	<b>Brief Description</b>	<b>Remarks</b>
2015 SMART Nutrition Survey	This evaluation was conducted by SMOH with support from NCA in July/August 2015 for Zalingei and Bilel localities, South and Central Darfur States	This called for a continued need in health and nutrition interventions.
EPRU Post Distribution Survey	This survey was done in Hamedia and Hassa Hissa IDP camps in Zalingei locality, Central Darfur State, by CHF M&E department	The findings of this survey were not yet shared with NCA.
Humanitarian Need Assessments	An inter-agency mission conducted need assessments in Bilel camp, Hamedia and Hassa Hissa for people affected by Flood and newly displaced people.	The results revealed latrines and water sources were destroyed by floods and needed rehabilitation.
Taadood Project Crop assessment	The assessment was made by the consortia on the effectiveness of the agricultural developments and was conducted in Wadi Salih and Zallingi, Central Darfur State.	Lessons were learned and improvement plans were developed for the next implementation period.
WASH: Needs Assessment	The WASH needs in Kateela locality provided the following key findings: more than 17,000 people needed services due to low water coverage ( < 10 liters per capita); lacking sanitation facilities.	Need to construct clean water supply infrastructure; improve hygiene and sanitation through CLTS.

### 2.3.3 Implementation of Previous Evaluation Recommendations

Since the NORAD evaluation report (2011), 79% of evaluation recommendations have been fully implemented. These recommendations were instrumental in shaping the strategic options for the DP. The DP developed a 5 year strategy in 2013, which is now used as a reference appeal development document. Some of the recommendations covered handing over services to communities and government. These were done by the DP. WASH, health and nutrition infrastructures was handed over to either communities or government; however, the DP continues with monitoring and supervision of such facilities to ensure continuity. The balance of the evaluation recommendations (about 10%) are either still under implementation, mainstreamed into subsequent appeals or not done.

The DP HAP assessment report (2012) explored DP compliance to HAP certification. The report contained six benchmarks (BMs) at both the country office and DP levels. These included: 1) establishing and delivering on commitments; 2) increased staff competency; 3) sharing information; 4) participation; 5) handling complaints; and 6) continual learning. The timeframe drawn out for the country office to ensure full HAP compliance was 2012-2015. To date, the DP continues to follow the implementation of the accountability framework; further details on HAP implementation are contained in HAP updates produced by the M&E unit on a quarterly basis.

The DP has implemented more than 80% of the recommendations from the Do No Harm (DNH) Report (2011) since 2012-2015. However, the need for adapting gender sensitive programming remains slow due to issues surrounding cultural sensitivity, which needs deeper social and advocacy related support

in order to influence local community leaders and authorities. The program has increased its efforts to engage communities and organized committees to participate in planning, implementation and decision making processes. The CBOs organized under WASH, H&N and livelihoods are practicing self-management in an attempt to own and sustain the programmes after receiving practical training and monitoring support from programme staff and partners.

The 2014 evaluation results revealed important areas to improve upon both at DP and NCA Sudan office levels. Efforts are being made to develop relevant and precise goals in accordance to the recommendations provided. In line with this, the DP has continued working on the LMs of the activities, outputs and outcomes so that they can feed into one another and yield measurable results through SMART indicators.

The DP office has continued gathering information about the economic, social and climatic context of the region from various sources such as through: conducting scenario analyses and developing contingency plans, accordingly. Moreover, the DP has also updated its security management plan (SMP) based on the prevailing changes in context.

The WASH team is well convinced of the operational maintenance (O&M) principles, even though it was not location specific. Despite this hurdle, it is clear that the practice is there; WASH mechanics are well trained and provided with essential tools. They are able to handle preventative and operational maintenance to 70% of the water supply infrastructure in the targeted camps and rural communities. Similarly, the section is closely monitoring the ground water table manually and utilizing proper water logs. In an effort to rectify the old designs of water facilities, especially those taken from other organizations, the DP has changed old pipelines with polytelene; a sustainable and cheaper option than steel piping. In order to prevent oil spills around water sources, field staff have quickly realized the problem and were able to prepare an insulated collection chamber so to avoid percolation to the ground water.

Under the H&N sector, the DP has reinforced the community based nutrition (CBN) model to augment CMAP treatments done to children under 5 years of age as well as PLW in SFPs or OTP service deliveries. The H&N staff – alongside the community care groups - are educating the community on how to produce nutritious food crops through backyard gardening and poultry production food processing, which contributes towards changing the behaviours of communities. Currently, the health clinics utilization efficiency is 1.2 – 1.4, which is above the standard (0.5 – 1.0). Reports from H&N section indicated the DRR needs to mainstream livelihood activities in order to help people produce nutritious food crops like (legumes, vegetables) during dry season using irrigation water sources to strengthen the community based nutrition (CBN). The DP is assessing possibilities of integrating the unskilled WASH labour towards that of trench excavation, digging shallow hand dug wells and water harvesting ponds as well as supporting with PVC pipelines to produce vegetables.

#### **2.3.4 Programme Evaluations for 2016**

The DP strategy for 2014-2018 emphasizes the importance of utilizing new and innovative approaches to programming. This is pivotal given the competitive nature of the humanitarian context, in Sudan. For 2016, M&E will continue to utilize a more impact-centered approach to monitoring. The continued use of the Community Reflect Approach to learning will be utilized in an attempt to augment the impact of reporting and use a change methodology that is relevant and depicts the clearest picture to its audience. Table 2 below shows a summary of M&E plans for 2016.

**Table2: Summary of Monitoring and Evaluations Plans for 2016**

Type of Event/ Evaluation	Description	Timeframe	Action
<b>EPRU - KAP Survey</b>	KAP surveys planned in South and Central Darfur to measure the changes in attitude and practices of the targets.	November 2016	The result will be used as an evaluation tool for measuring relevance, efficiency and effectiveness; inputs to be fed into drafting future plans.
<b>SMART-Nutrition Survey</b>	Provides comprehensive review and monitoring on key health and nutrition indicators.	Annually July/August	Survey results will be used to inform improvement areas, programme reviews and designs.
<b>Health &amp; Nutrition KAP Survey</b>	Will be conducted to assess status of the communities' knowledge, attitudes and practices towards health and nutrition related issues that contribute towards positive health life style.	Annually, October/November	KAP survey conducted in collaboration with SMOH.
<b>Livelihoods: Crop Assessment</b>	To understand the food security and agricultural crop production status.	November 2016	The assessment results will be used as input to plan food security and resilience projects.
<b>Terminal Evaluation: Tadood Project</b>	To assess the impact, effectiveness and sustainability of the community resiliency.	December 2016	The results will be used to take lessons and to develop resilience strategies for NCA and the consortia.
<b>Bi-monthly, Quarterly &amp; Annual Reports</b>	The reports will be compiled at DP level.	8 <sup>th</sup> of the 2 <sup>nd</sup> following month, 15 <sup>th</sup> of the following quarter, 20 <sup>th</sup> of the following year	Informs recipients about the progress being made.

### 3 Areas of Operation and Planned Beneficiaries

#### 3.1 Planned Beneficiaries

The table below summarizes the proposed beneficiary totals for each programme sector for 2016, by state.

**Table: Programme target beneficiaries for 2016 by state<sup>2</sup>**

Sector	State	Beneficiaries by Category								Total Beneficiaries
		IDPs		Host Community		Returnee Community		Pastoralists & Rural communities		
		Male	Female	Male	Female	Male	Female	Male	Female	
WASH	Central Darfur	73,521	82,906	13,748	15,502	0	0	0	0	185,677
	South Darfur	14,100	15,900	18,683	21,067	0	0	6,228	7,022	83,000
	<b>Total</b>	<b>87,621</b>	<b>98,806</b>	<b>32,431</b>	<b>36,569</b>	<b>0</b>	<b>0</b>	<b>6,228</b>	<b>7,022</b>	<b>268,677</b>
Health & Nutrition	Central Darfur	35,007	53,269	9,052	19,448	0	0	6,266	15,531	138,573
	South Darfur	7,124	11,086	1,981	2,971	0	0	0	0	23,162
	<b>Total</b>	<b>42,131</b>	<b>64,355</b>	<b>11,033</b>	<b>22,419</b>	<b>0</b>	<b>0</b>	<b>6,266</b>	<b>15,531</b>	<b>161,735</b>
Livelihoods	Central Darfur	2,277	976	7,315	3,135	2,295	983	6,400	2,744	26,125
	South Darfur	893	383	6,260	2,683	6,260	2,683	4,472	1,916	25,550
	<b>Total</b>	<b>3,170</b>	<b>1,359</b>	<b>13,575</b>	<b>5,818</b>	<b>8,555</b>	<b>3,666</b>	<b>10,872</b>	<b>4,660</b>	<b>51,675</b>
EPRU	Central Darfur	4,800	7,200	1,040	1,560	1,200	1,800	960	1,440	20,000
	South Darfur	7,200	10,800	1,440	2,160	1,800	2,700	1,560	2,340	30,000
	<b>Total</b>	<b>12,000</b>	<b>18,000</b>	<b>2,480</b>	<b>3,720</b>	<b>3,000</b>	<b>4,500</b>	<b>2,520</b>	<b>3,780</b>	<b>50,000</b>
Education	South Darfur (Total)	<b>1,753</b>	<b>1,418</b>	<b>1,250</b>	<b>1,174</b>	<b>349</b>	<b>312</b>	<b>0</b>	<b>0</b>	<b>6,256</b>
<b>Grand Total</b>		<b>146,675</b>	<b>183,938</b>	<b>60,769</b>	<b>69,700</b>	<b>11,904</b>	<b>8,478</b>	<b>25,886</b>	<b>30,993</b>	<b>538,343</b>

### 3.2 Areas of Operation

The programme will be operational in 11 localities across Central and South Darfur States, in 2016. NCA has phased out from East Darfur after handing over the two health clinics, their facilities and services, to local partner, Mubadiroon. During 2016, the DP will concentrate its operations in the two regions of South and Central Darfur due to the high humanitarian and developmental needs in the states. The section below gives details of interventions in these target areas of operation and the estimated IDP populations in the areas. The numbers are mainly of verified IDPs, as shared by OCHA and IOM.

#### Zalingei

Zalingei is the administrative capital of Central Darfur and is located about 270 km North West of Nyala. Zalingei hosts six IDP camps whilst in Nertiti there is one camp – both are targeted by the DP. Four of the camps in Zalingei are well established having been set up at the onset of the conflict whilst UmZeifa and Asalam camps are fairly new and were established in the past few years. In Nertiti, the DP is supporting a health facility in the north. The target areas of Zalingei (including Nertiti North

<sup>2</sup> See detailed beneficiary targets by location in Annex 5

Camp) have an estimated total population of 197,596 IDPs living among the seven IDP camps and surrounding areas. This figure also includes an estimated 3,560 individuals displaced by the Salamat/ Misseriya conflict and settled in Kadangara area. Government authorities do not recognize these IDPs as they are settled in an undesignated area. During 2014, the authorities renamed Nertiti to West Jerbel Marra.

**Table: Areas of Zalingei with IDP populations**

Locality	Camp/Site	Type of Population	Current <sup>3</sup> (2015) Population
West Jerbel Marra (Nertiti)	North Camp	Camp	<b>26,522</b>
Zalingei	Kadangara	Gathering <sup>4</sup>	<b>3,560</b>
	Tayiba/ Um Zeifa	Camp	<b>4,957</b>
	Hassa Hissa	Camp	<b>45,784</b>
	Asalam	Camp	<b>20,448</b>
	Hamedia	Camp	<b>48,706</b>
	Khamsadagaig	Camp	<b>12,437</b>
	Treij	Mixed community <sup>5</sup>	<b>11,182</b>
Azum	Azum	Mixed community	<b>24,000</b>
<b>Total</b>			<b>197,596</b>

The DP is one of the major actors in H&N, WASH, livelihoods and emergency response in Zalingei. The DP implements most of its activities in Zalingei through partner Mubadiroon. The WASH sector works with Darfur Organization for Parry Disaster and Development (DoPDD) as its local NGO; a resource partner to implement specific WASH related activities. In total, the DP will aim to reach an estimated 268,667 beneficiaries in Zalingei and surrounding areas. This represents 94% of the overall IDP population.

In Zalingei, the focus for WASH will be on Khamsadagaig, Hamedia and Hassa Hissa IDP camps as well as in rural Zalingei villages. Through WASH, the DP plans to reach 185,677 beneficiaries in Zalingei. The livelihoods sector will continue working in Zalingei in the Hassa Hissa IDP camp targeting an estimated<sup>6</sup> 1,510 HHs. H&N activities will be implemented in three IDP camps and three health facilities in Zalingei, namely Khamsadagaig, Hamedia and Hassa Hissa camps. In Nertiti, the DP will support one health facility in Nertiti North Camp. Overall, the DP aims to reach an estimated 138,573 beneficiaries with H&N activities in Zalingei which includes Nertiti and Azum localities. In recognition of the need to respond to new emergencies - especially the newly displaced - the DP's emergency response activities in Zalingei, Azum and Nertiti will target around 20,000 beneficiaries with replenishment NFIs and emergency shelter materials in 2016.

### Garsila

Garsila is the capital of Wadi Salih locality, located in Central Darfur; 88 km from Zalingei, the administrative capital. Garsila, as an administrative unit for the DP, also includes Wadi Salih locality. The DP will target IDPs and host populations in three IDP camps in Garsila town (Deba, Jeddah and Jabaleen) as well as two camps in Umkher and Deleij. The DP will continue addressing the needs of

<sup>3</sup> The figures represent the number of people receiving WFP ration cards and may not be representative of the actual populations. As such actual populations may be higher than the figures given in the table.

<sup>4</sup> Not recognized as a camp. IDPs from Misseriya/Salamat conflict

<sup>5</sup> Mixed communities include IDPs, Hosts, and in some cases Nomad communities

<sup>6</sup> Each individual represents a HH



approximately 35 rural villages in Wadi Salih with nutrition and livelihood interventions through the ongoing Taadoud project in 2016.

**Table: Areas of Garsila with IDP Populations**

Locality	Camp/Site	Type of Population	Current <sup>7</sup> (2014) Population
Wadi Salih	Al Salam (part of Deleij Town)	Camp/Gathering +Host Community	<b>20,448</b>
	Garsila/Deba	Camp	<b>33,616</b>
	Umkher	Camp/+ Mixed Community	<b>14,063</b>
	41 Rural Villages	Mixed community	<b>66,990</b>
<b>Total</b>			<b>135,115</b>

Livelihoods and nutrition activities in Garsila will be implemented through Mubadiroon. The WASH sector will seek CBOs and volunteers who can work on the hygiene, sanitation and maintain the clean water supply schemes in Garsilla, in 2016 and beyond.

#### Nyala and Bilel

Nyala is the administrative capital of South Darfur and a base to the DP. The total IDP population in Nyala/Billel in 2015 was 168,201. The DP is mainly active in Bilel camp, Bilel locality, South Darfur whereby providing support with WASH, livelihoods, H&N, emergency shelter and NFI responses. Emergency shelter and NFIs are additionally implemented in four other localities, namely: Nitega, Mershing, Nyala North and Alsalam. The WASH sector is targeting rural communities in the Kubum corridor. In total, the DP aims to reach an estimated 162,863 beneficiaries in Nyala/Bilel and surrounding areas with WASH, H&N, education, livelihoods and EPRU activities in 2016.

**Table: Areas of Nyala and Bilel with IDP populations**

Locality	Camp/Site	Type of Population	Current <sup>8</sup> (2014) Population
Bilel	Bilel & Hilat Hosa	Camp	<b>31,083</b>
Al Salam	Bulbul Abu Jazo	Mixed community	<b>9,728</b>
	Bulbul Dalai Angra	Mixed community	<b>3,715</b>
	Ngarri	Mixed community	<b>3,510</b>
	Dandura	Mixed community	<b>2,612</b>
Kubum	Kubum	Gathering	<b>3,035</b>
	Habouba	Mixed community	<b>1,308</b>
	Um Labasa	Gathering	<b>417</b>
Mershing	Menawashi	Gathering	<b>13,942</b>
Nitega	Kurumjie	Gathering	<b>8,408</b>
Nyala North	Otash	Camp	<b>90,443</b>
<b>Total</b>			<b>168,201</b>

<sup>7</sup> The figures represent the number of people receiving WFP ration cards and may not be representative of the actual populations. As such actual populations are most likely higher than the figures given in the table.

<sup>8</sup> The figures represent the number of people receiving WFP ration cards and may not be representative of the actual populations. As such actual populations may be higher than the figures given in the table.

In 2016, the programme's WASH focus will be in Bilel, Kubum, and Nitega localities targeting to reach 83,000 beneficiaries. WASH promotion activities will continue to be implemented in Bilel camp taking into consideration the influx of new arrivals. The returnee areas and host communities in the Kubum corridor will be supported with mainly water infrastructure development and rehabilitation in addition to sanitation in schools.

Not only will WASH have focus in South Darfur, but national partner, ERRADA will continue to work alongside NCA in the implementation of education related activities. 6,256 beneficiaries will be targeted to receive quality educational support through building up and enhancing new and existing PTA groups ensuring the necessary support and equitable educational services are available not only to rural communities but among IDP camps as well.

Activities in the rural and return areas will be funded mainly through the five year telethon funds in place. The DPs livelihoods sector will continue efforts to support water committees with livelihoods interventions and business skills development to enhance their capacity to manage the water facilities sustainably. Livelihood activities will also aim at enhancing agricultural production and strengthening income generation activities for target communities in Nyala and Bilel with a target of 4,500 beneficiaries. H&N activities will be implemented in one facility, Bilel camp. In total, the programme targets to reach 23,162 people through consultations and nutrition activities. The health clinic in Bilel will continue to be run by the DP and SMoH. In 2016, the programme will increase efforts towards handing over activities and project to the SMoH; however, the challenges related to consistency in drug supplies and staffing post-handover still poses a challenge, one that has yet to be resolved. The EPRU sector in 2016 will continue responding to new emergencies and aim to reach approximately 30,000 beneficiaries with emergency preparedness and response activities - including DRR - in five localities, in South Darfur.

## **4 Programme Plans for 2016**

### **4.1 Water, Sanitation and Hygiene (WASH)**

NCA WASH priorities for 2016 remains the same: ensuring that newly displaced, protracted caseload IDPs and host communities continue to receive immediate life-saving WASH support which is crucial to their survival. Previous interventions have been able to contribute effectively towards bridging the gaps in water, sanitation and hygiene, throughout Central and South Darfur. In 2016, further innovative plans have been generated to develop more sustainable and cost-effective WASH interventions which take into consideration the interest of affected communities.

2015 WASH interventions can be summarized through a recent KAP survey which was conducted in April 2015 through rapid assessments in operational areas including: Zalingei, Bilel and Garsila. Significant achievements in WASH and capacity building were achieved and are worth being noted:

- Water coverage per capita was more than 15L;
- 75% of people were reported as practicing hygiene measures which protect themselves against key public health risks;
- 70% of trained water management committees managed their own WASH services in a satisfactory manner; and
- All provisional services have contributed towards the improvement of health status among communities; this can be reflected through the morbidity reports generated by relevant SMoH and NCA operational clinics, in camps.

The experiences and lessons learned from previous interventions on sustainability have been taken into consideration throughout the 2016 appeal process ensuring that new tools and approaches will

be introduced in an attempt to tackle challenges and safeguard services. The hope that relative calm in some of the operational areas which was reported throughout 2015 will also contribute positively in regards to accessibility into other project areas for 2016. This would benefit ambitious hopes to support other community segments outside of the camps, during the 2016 appeal.

In order to see to it that funds were being used efficiently, major programmatic changes were experienced in 2015; restructuring processes were underwent due to a massive decline and trend in funding for Sudan. The consequences of the process can be seen in the reduction of staff from Nyala and Zalingei offices as well as having to close down the Garsila office. However, throughout this process, the DP has aimed to ensure the institutional capacity of NCA and its partner agencies. NCA is committed to engaging its national staff in the management of WASH activities, in line with NCAs strategy as well as that of the government strategy on Sudanization.

#### 4.1.1 Context Analysis

In 2015, political and economic deterioration continued to fuel armed conflict throughout the Darfur region. Opposing parties continue to participate in sporadic clashes across the region, particularly in Nyala, South Darfur. Recent clashes in this area which occurred in April 2015 (May 2015 OCHA bulletin) led to the displacement of people from their home villages into existing IDP camps, in Nyala town. Earlier clashes in January 2015 around the Jebel Marra resulted in the displacement of people from Golo and Guldo as well as surrounding villages to Nertiti and Zalingei; Hassa Hissa IDP camp received nearly 200 families as new arrivals (NCA EPRU sector report).

Due to insecurity and unpredictable conflict, negative impacts have been felt, both socially and economically. Protracted displacement, food insecurity and a lack of basic services continues to build on the existing levels of vulnerability across Darfur. It has been estimated that around 38% of the total population of Darfur (over 3 million people), have been receiving some form of monthly food assistance in the past decade. Violence and insecurity has destroyed – or severely impacted – the economic livelihoods of a majority of Darfuris. Lacking livelihoods has therefore made it difficult for the average Darfuri to access basic services, most of which must function on a cost-recovery system (UNAMID Strategic Framework Approach, 2015-16).

As the gap continues to widen due to the massive needs being generated by such widespread displacement throughout 2015, humanitarian agencies faced a number of restrictions by local authorities. This prevented access of agencies to support in areas with the biggest need and abetted in protracting the displacement further, food insecurity and additionally restricting access to basic services, particularly around the Jebel Marra region. For example: Zalingei, in 2015, reported the new case load of displacements, in Hassa Hissa IDP camp, at around 200 families (NCA's EPRU sector report). Returning to their home villages at this point in time does not look probable for the year to come; however, NCA plans to collaborate with its partners to reduce the gaps related to WASH and capacity building to at least reduce some of the stressors of a camp setting.

Due to the unpredictability of the Jebel Marra region, it is unsure of how many new displacements could happen in 2016; however, WASH, in collaboration with EPRU, will attempt to strengthen the level of preparedness for having an effective and timely response mechanism which is in line with budgetary confines.

Unlike experiences in the Jebel Marra region, Garsila was able to experience a level of relative calm despite some gaps in WASH related issues. It is with this in mind – and the substantial decrease in funding – which determined the reason for NCA to close down its office here, at the end of September 2015. The closure of the office however does not insinuate the halting of activities in the area as a local NNGO, Afag Alsalam, will continue to have their capacities built on WASH related activities through NCA staff in order to support an eventual handover.

#### 4.1.2 Beneficiaries and Geography

It has become clear that limited financial resources are evident in within the DP however, the huge gaps that exist in the states where the programme is operating has necessitated a principled humanitarian response. Such a response would ensure that priority aid reaches the most vulnerable of people; those who were identified through a thorough analysis of vulnerability and severity, in collaboration with the NCA EPRU.

The geographical locations selected for the 2016 Appeal were chosen as areas of strategic focus; services will be provided to vulnerable communities as per NCAs values and guiding principles ensuring services are provided to those regardless of ethnicity, religion or social differences. In 2016, NCAs WASH plans to maintain the same areas of operation, mainly focussing on settled IDPs in camps, host communities and returnees in South and Central Darfur States.

In collaboration with NCA's EPRU sector, the WASH programme will be in a good position to provide support to any new displacement cases in the operational areas. The total target beneficiaries for 2016 will be 268,677 (126,278 M, 142,399F) people, from 53,736 households, including: 186,427 (87,621 M, 98,806F) IDPs, 69,000 (32,431 M, 36,569F) host community/returnees, and 13,250 (6,228M, 7,022F) pastoralists. 53% of total beneficiaries will be women since they have a considerable voice towards the influence of WASH services.

While WASH services are important for all target beneficiaries, special consideration will be given to other vulnerable community segments such as: the elderly and people with physical disabilities. This will be done through the provision of safe and accessible water sources and latrines which are located at a reasonable walking distance. The total number of beneficiaries mentioned above includes new born children, in the target camps; an expected 4% per year, as per NCA health sector and WHO (South Darfur) surveys and records.

From the aforementioned total beneficiaries of WASH support, 188,070 (88,395M, 99,679F) people will benefit from water provision; 67,169 (31,570M, 35,599F) from sanitation services; 161,206 (75,767 M, 85,439F) for hygiene promotion; and 1,250 (588M, 662F) from capacity building. 2,200 (1034M, 1166F) target students with WASH services were included in the total beneficiaries.

The target geographic areas planned for 2016 include localities within South and Central Darfur States, namely: Zalingei, Nertiti, Wadi Salih, Bilel, Nyala, Alsalam, Kubum and Nitega. The selection of target beneficiaries was primarily based on KAP surveys conducted by the sector, rapid assessments in operational areas and need surveys conducted by authorities, in collaboration with UN agencies. The table below illustrates the target beneficiaries in different localities disaggregated by gender.

#### 4.1.3 Implementing Partners

Working in partnership with local aid agencies is a definitive strategic direction for the DP. For 2016, the DP will continue working hand-in-hand with national partners, communities, UN agencies and local authorities - represented by line ministries and HAC. A proactive partnership will be developed with select partners to promote the integration of roles and exchange knowledge; thus, ensuring adequate and effective support to the target communities. As it is a part of NCAs culture to capture learning from previous interventions and mitigate future challenges from previous interventions, it has been observed that coordination between local authorities and communities was loose. This will be strengthened through the application of solid communication protocols and engaging DP beneficiaries with local authorities in an attempt to promote coordinated results.

The issue of assessing the linkages and effectiveness of our various partners will be discussed together with NCA's ODCB sector so to promote strong coordination and effective interventions.

NCA's DP has two levels of partnerships with national implementing organizations: the first is a strategic partnership; and the other is an activity based partnership. In previous interventions, the WASH programme only had activity based partnership interventions. In 2016, the programme, in collaboration with ODCB sector, will recommend upgrading at least two activity based partners to the level of a strategic partner. Ultimately this will ensure that the participation and level of commitment by those involved is high, ensuring that provisions and agreements are adhered to and the quality is high. The following are the national partners the programme is planning to work with in 2016:

**Child Development Foundation (CDF):** a national organization based in South Darfur State who have been working with the WASH sector since 2012, in an activity-based partnership. In 2016, the sector is planning to collaborate with NCA management to upgrade them to more of a strategic partner. CDF continues to show potential that is required for supporting service provision activities. This has been witnessed throughout previous project implementations by the agency.

**Darfur Organization for Parry Disaster & Development (DoPDD):** this organization has been working with the WASH sector in Zalingei since 2013 through activity based partnership agreements. In 2016, the sector will continue working with DoPDD in a contractual agreement. Efforts will be strengthened to upgrade this organization into a strategic partner as well through ODCB in an attempt to enhance their capabilities and eventually build their capacity to a level whereby they will be a strong strategic partner to NCA.

**"Afag Al-Salam" Ayadi-Alkhair Organizations:** both are national organizations recently working in Wadi Salih, Central Darfur. The DP is planning to work with these organizations through an activity based partnership. The advantage in working with both organizations is that they are locals, from Garsila and were previously NCA staff who have been affected by the programme downsize, in Wadi Salih. That is to say they understand the quality of services which NCA expects and are familiar with stakeholders such as communities and authorities.

#### 4.1.4 Programme Approach

The DP has acquired a significant amount of knowledge and experience from previous interventions. In an attempt to improve the quality of work, efficiency, effectiveness and impact of the programme, the hope is to utilize this information and these experiences moving forward. Lessons and experiences can be exemplified through strong understandings of community capacity and needs, programme staff capacity, effective coordination mechanisms with authorities and experiences with donors' willingness and requirements at the front of mind. The use of innovative and well thought out approaches are essential both to ensuring sustainability as well as safeguarding value for money.

Through using a well thought out, strategic and focused logic model, the sector will be able to manage and accurately measure the expected impact of the project; future projections and guidance will be based on this information. This will also allow the unit to guarantee a high level of commitment and accountability towards beneficiaries, donors and other stakeholders.

Research and development of sustainable water supply sources/infrastructures will be a strategic approach to the DP in the coming year. A pilot project on the construction of sand dams to take advantage of rainy season waterfalls, particularly in areas which do not have suitable water bearing formations, is set to commence in 2016. Through this, the sector hopes to improve accessibility to water services and contribute towards peaceful co-existence between farmers and pastoralists. It will also enhance and scale up the technical know-how of sustainable technologies.

Further efforts to integrate WASH with health and livelihood programmes will be put into place through a multiple water use approach. This will be attempted in an effort to ensure that there is efficient use of water for health and micro economic activities, at the household level. Activities under this initiative include the use of excess or waste water from constructed or rehabilitated water points

for kitchen gardens and concrete livestock drinking facilities, an effort which will prevent stagnant water from becoming parasitic and mosquito breeding sites. Productive use of such waste water can contribute greatly towards the overall household income which could then be put towards the shared community costs to operate and maintain water systems. This will additionally strengthen the idea of introducing a water tariff system, at the community level.

Where sanitation is concerned under the DP, household latrines will be constructed by local builders to be trained by the DP and with an aim to increase community/beneficiary engagement in the project and therefore ultimately increase sustainability and project ownership. This will be done through the promotion of environmental sustainability; the use of trees in latrine construction will be reduced through adopting environmentally friendly latrine designs. To promote environmental sustainability, use of trees in latrine construction will be reduced through adopting environmentally friendly latrine designs. In order to guarantee that this is done, environmental management plans will be developed in consultation with local communities and other stakeholders in an effort to prioritize the environmental challenges being faced (i.e. soil erosion, deforestation and water resources).

In some rural villages, the sector is planning to implement a number of hygiene promotion activities to compliment the water and sanitation facilities that emerged from previous projects.

#### 4.1.5 **Monitoring and Evaluation (M&E)**

M&E exercises will continue to be carried out in collaboration with MCAs M&E unit, programme staff, communities, through external audits and authorities including Water and Environmental Sanitation (WES) office and the Humanitarian Affairs Commission (HAC). It is through these mechanisms that the DP will aim to control the quality of service provisions, ensure value for money and also improve the overall accountability to stakeholders.

Through the utilization of the performance management framework (PMF), the WASH sector will continue to systematically track the progress of its projects. Inputs will be pulled from qualitative and quantitative data garnered through regular reporting, field monitoring by stakeholders, institutional donor visits and audit reports. Community level stories of change will also be compiled to provide a unique perspective from the beneficiaries. A number of other monitoring tools will be used internally, including:

- Observing of water quality via routine chlorination and free residual chlorine (FRC) monitoring;
- Monitoring of hygiene practices at the household level, through routine visits and the use of Health and Hygiene Indexes (HHE index);
- Focus group discussions (FGDs) and informal conversations with stakeholders;
- Monthly monitoring of water, sanitation and hygiene practices;
- Daily observation of water, sanitation and hygiene practices;
- Camp profile updates to WES South and West Darfur;
- Monthly output indicators and JAP reports for Central and South Darfur submitted to UNICEF;
- Regular visits to project locations by staff and line managers;
- Joint visits with WES M&E sector to IDP camps;
- Monitoring visits with NCA M&E to activity sites; and
- Monthly and quarterly reports from field offices

KAP surveys have been planned for three target field offices by the end of 2016. These will be used as an evaluation tool for measuring relevance, efficiency and effectiveness and to assist drafting the DPs way forward.



## 4.2 Health and Nutrition

### 4.2.1 Introduction and Main Achievements During 2015

The DPs health and nutrition (H&N) sectors' 2016 interventions are aimed towards the continuance of enhancing the quality of life for targeted IDPs, pastoralists, and host community populations through improving access to quality sustainable H&N service delivery. The DP will put an emphasis on strengthening health systems – both at the community and institutional levels, building capacity of national partner organizations and the State Ministry of Health (SMoH) staff, as they continue to be direct service providers and frontline duty bearers. The added emphasis towards capacity building will work to ensure motivation within the sector while also increasing the capacity of NNGOs and SMoH in supporting sustainable direct service delivery for the target population. This will strive to be a key component of the sector to foster transitions towards future programming, proper handovers and exit strategy.

The proposed activities in 2016 will target 161,735 (59,430M, 102,305 F) beneficiaries in South and Central Darfur States, within the three localities of: Bilel, Zalingei, Wadisali and Nertiti, with a particular focus on children under the age of five years, pregnant and lactating women (PLW) and select females, in a number of different households.

H&N status among the targeted beneficiaries and localities remains precarious, as can be evidenced by the poor malnutrition surveys of July/August 2015. These surveys indicated the following: GAM- 25.3% and SAM- 8.1%, in Zalingei; and GAM-21% and SAM- 6.1%, in Bilel. Both GAM and SAM rates in the two localities are far above the minimum SPHERE - and Sudan - thresholds of GAM<15% and SAM<2%. The situation becomes worsened in circumstances such as the situation of overcrowded camps with low sanitation standards, which continues to be the case due to the constant stream of newly displaced persons. The provision of existing life-saving services, through NCAs DP must therefore thrive while managing to mainstream transitional development and maintain the emergency response capacity. This is particularly vital during periods of instability, tribal conflict, displacement and throughout potential disease outbreaks.

The main achievements to be recognized include (but are not limited to): the availability of SMoH seconded H&N technical staff supporting facilities through frontline services delivery, technical support and receiving advice from qualified NCA DP H&N unit. A supply of essential drugs and consumable medicines, which have guaranteed beneficiaries access to quality health care has also been achieved.

Out of the annual targets (as of Q3), the sector saw a registration rate of: 62.6% curative consultations, 76% of malnutrition treatment for children and lactating and pregnant women, 66% capacity building of SMoH staff through H&N service delivery training, 75% capacity building of community-selected 'resource persons' who are actively engaged in various programme activities. Key malnutrition programme performance indicators recorded success in the treatment of moderate acute malnutrition and can be summarized as such: cure rate - 84.0; defaulter rate - 7.4%; and death rate - 0. The targeted outpatient treatment of severe acute malnutrition was: cure rate - 80.6%; defaulter rate – 6; and death rate – 0, which have remained within the acceptable severe emergency thresholds.

### 4.2.2 Context Analysis

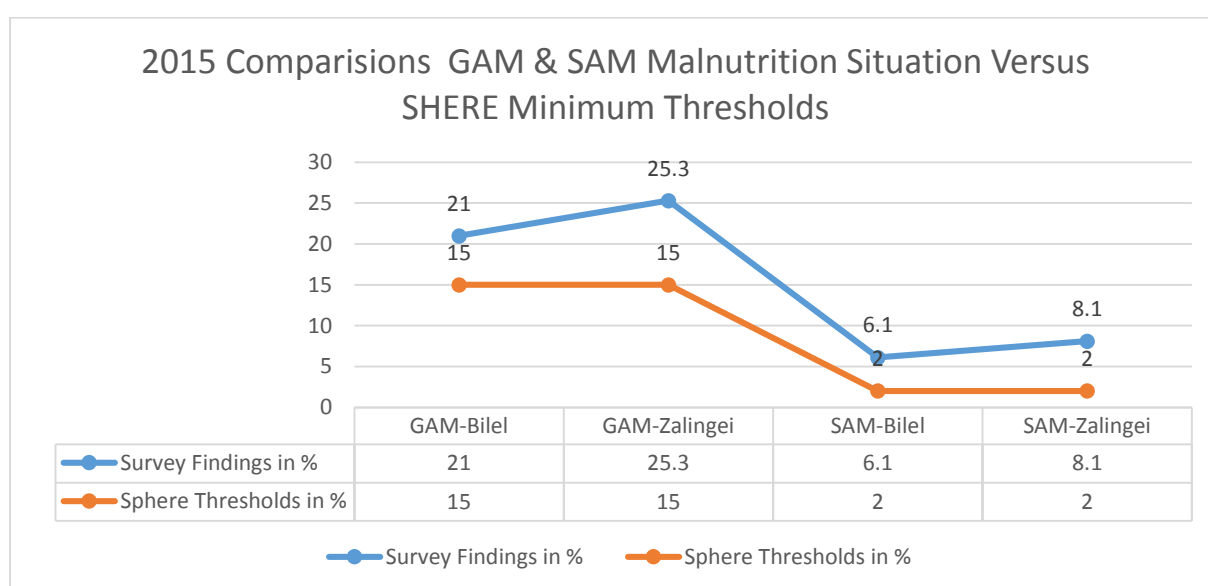
The economic situation in Darfur can be illustrated as one of the poorest across Sudan. The situation continues to dwindle stemming from the fall in oil prices and long-standing loss of revenue from South Sudan oil transport and refinery.

Insecurity continues to displace persons from their rural village homes, leaving them with limited – or no – livelihood options; perpetuating an already precarious situation. The constant flow of IDPs into these camps continues to put pressure on an already faulty healthcare system which, in the last couple of years, have seen significant challenges in its ability to sufficiently support clinic activities, which can



be said for many of the INGOs working to try to kill gaps and support, where possible. This can be best exemplified by the fact that be the end of 2015 Q2, 74 patients received consultations, per clinician, per day. This against the recommended target of 50 or less patients, per clinician, per day; a situation attributed to an influx of target beneficiaries.

Generally, it can be said that health systems across Sudan are weak. In instances where this is the case, poor health status of communities and undernutrition – among other poor health indicators – are present, these are the places with the greatest healthcare needs – particularly during emergencies – and endemics are common day, such is the situation in Darfur. For example: poor malnutrition rates that remain above minimum SPHERE standards, as was the case in both Zalingei and Bilel, during the July/August 2015 nutrition surveys (GAM-21% & SAM-6.1% for Bilel locality, GAM-25.3%& SAM-8.1% for Zalingei locality) reveals a critical health situation. Poor child and mother nutrition lowers the immunity against many diseases living within the target population and increases the levels of medical complications and mortality rates. The below table illustrates an analytical comparison for the current malnutrition status compared to the expected minimum SPHERE standards.



*\*The analytical finding from the graphical table is clear evidence of malnutrition situation that remain on catastrophic line in both its form of severe and moderate. If not put under continued checked with safety net nutrition programme interventions will obviously lead to escalated poor health and more loss of lives.*

The situation could be worsened by poor Sudan health indicators as per the 2010 household survey which revealed extremely worrying indicators on maternal and child health, for example: neo-natal mortality rate/1000 live births at 33%, <5 years child mortality rate/1000 live births at 78, maternal mortality ration/100,000 live births at 216, low recommended ANC coverage of four or more visits, which remained at 47.1% and poor immunization coverage but especially for fully immunized children (aged 12-23 months receiving all vaccines at their first birthday), which was at 39.3%. Therefore, inadequate health support to targeted communities may lead towards catastrophic levels, which would be costly to reverse. It is therefore essential that NCA and partners ensure H&N service deliveries are sustained so to save the lives of children, PLWs and other vulnerable groups in the targeted areas of operation.

\* No data available for Bilel for year 2014

#### 4.2.3 Beneficiaries and Geography

The DP will remain focused on the IDP populations’ curative and preventative H&N interventions, throughout the Central and South Darfur States; particular attention will be given to the scaling up of

community nutrition activities in rural communities through NNGOs, in Zalingei, Wadisaleh and Bilel localities. Plans for an eventual exit strategy – within the next five years – will be planned in a gradual and sensible manner.

It is also worth noting that the previous health project in East Darfur has been let go from the 2016 appeal. This comes following the sectoral success of identifying a reliable NNGO, Mubadiroon, whose transitional capacity has been heavily developed throughout 2015. It is felt that Mubadiroon has the capacity to source their own health funding within the UN agencies.

Throughout 2016, the DP hopes to provide curative and preventative H&N care to 161,735 people, including: IDPs (66%) and host communities (34%) who have – and continue to be – affected by the conflict in four localities across Central and South Darfur.

It should also be noted that some beneficiaries will access more than one service, for instance: pregnant mothers accessing ante-natal care as well as curative H&N services; overall however, the programme target is to reach 161,735 individual beneficiaries, in 2016, through various such interventions.

While the DP recognizes the continued new displacements being witnessed across Central and South Darfur, Central Darfur continues to register the highest number of new IDPs, such localities will remain a NCA priority area, according to the 2015 humanitarian needs overview (HNO). The trends will be monitored and the programme readjusted, where necessary, in order to ensure adequate access to life saving H&N services.

#### 4.2.4 **Implementing Partner(s)**

In 2016, the sector will remain engaged with national partner organizations including SMOH and other key duty bearers in the delivery of H&N services. This is particularly the case with NNGO, ERRADA whereby their capacity will be scaled up in order to take over the comprehensive H&N service provisions to IDPs and host communities in Bilel, by the end of 2016. Darfur Organization for Peace and Development Initiative (DPI) will also work in the surrounding rural villages of Bilel locality in order to support community nutrition and HIV/AIDs awareness raising. Other partner NNGO Mubadiroon, will focus their efforts in Central Darfur on community nutrition interventions. This will be done under the umbrella of the care group model; both in Zalingei and Wadisali localities. All NCA partners are nationally registered and have solid grassroots community level programming experience.

#### 4.2.5 **Programme Approach**

The five year DP strategy (2014-2018), aims to build capacities so to support resilience within communities and strengthen institutional capacity for self-reliance; a big piece of the NCA Sudan five year country strategy (2016-2020). The DP H&N approach for 2016 will continue to scale up the sustainability component through four key approaches:

- (i) Sustained transformation whereby 100% of direct services are being delivered by SMOH; community authorities' seconded staff are present in all health facilities;
- (ii) Handover health intervention in South Darfur to a national partner, ERRADA by end of the year;
- (iii) Scale up joint capacity building initiatives for SMOH in Central Darfur through NCA to SMOH and Mubadiroon by utilizing a joint review and exploring the capacity of Mubadiroon to scale-up towards curative and preventative health services and pave the way for possible engagement in 2017; and
- (iv) Enhance community level participation bringing focus on promoting positive health and nutrition knowledge, behaviour and practices.

The overall objective for 2016 H&N interventions is to have improved health status among IDP populations, host communities and pastoralists, in targeted areas. Particular attention will be put towards maternal, new-born and child health outcomes (MDGs 4 and 5) utilizing an integrated PHC H&N approach.

The target is to be able to reach 161,735 people in Central and South Darfur through five health and 14 nutrition curative and preventative health facilities/nutrition units while scaling-up several community/household based positive nutrition and health promotion behaviour changes. Ultimately, the aim of this approach is to realize five key immediate outcomes including:

- (i) Increased access to quality PHC services for IDPs and host community populations;
- (ii) Increased access to nutrition services for IDP and host community populations;
- (iii) Increased access for women to quality maternal health care services in IDP camps and host community populations;
- (iv) Increased positive health and nutrition behaviours among the targeted communities; and
- (v) Strengthened local capacity (NNGOs, SMOH and community structures such as CHCs and national staff) to deliver sustainable PHC and nutrition interventions in targeted localities/states.

Nutrition activities in 2016 will focus on the utilization of community based management, in malnutrition approaches. The care group model which has been piloted and is currently being implemented in Zalingei and Wadisali localities of Central Darfur will be replicated and scaled up among the selected target communities in Bilel, South Darfur, to enhance positive nutrition behaviours and practices both at the household and community level. This will inevitably address some of the root causes of chronic malnutrition.

The sector programme design and implementation approach aims to focus on:

**1. Health and nutrition systems strengthening and clinical management/support of common diseases and malnutrition:** this thematic area will focus on the operation and provision of free life-saving curative and preventative health care services to women, men and children, five days a week at seven health facilities (HFs) in the target areas (one HF in South Darfur and four HFs in Central Darfur). HFs will have emergency referral services in place via donkey cart ambulances; vehicles to be used whenever possible. Services will be plentiful and consist of: consultation and curative, routine expanded programme of immunization (EPI), ante-natal care (ANC), post-natal care (PNC), safe delivery and H&N education; prevention of mother to child transmission of HIV/AIDs (PMTCT) will be initiated at Bilel clinic, South Darfur.

14 nutrition units under CMAM programmes will continue to operate as an integrated component of PHC in Bilel and Zalingei localities to ensure quality and holistic PHC. This will be done alongside the facilitation of referrals to secondary facilities.

Improved capacity of facility and SMOH staff through on-the-job coaching and refresher trainings in a number of H&N topical areas. Emergency focused training will include: EWARN, MISP with specialized training that is focused on essential emergency obstetric and neo-natal care as well as referrals (basic EmONC). Treatment of SAM without medical complications in children under five years through static OTPs in Bilel and Zalingei locality. Finally, it goes without saying that conduction of the annual SMART nutrition survey will be completed in order to evaluate the success of the H&N sectors' programme interventions and inform future programme design.

**2. Provision of maternal, new-born and child health /RH (MNCH/RH) support:** this thematic area will focus on the provision of critical safe motherhood interventions including, but not limited to: routine ANC and PNC as well as treatment services to PLW. It will provide a referral linkage of emergency obstetrics and neo-natal care (EmONC) to all health facilities. This will be done through providing the

availability of referrals via donkey cart ambulances and, where necessary – such as ensuring women with obstetric complication receive state-level hospitals for secondary care - vehicular transport. Additional provisions of clean delivery kits for PLW to minimize additional risk such as: puerperal sepsis and neonatal infections – both of which contribute towards maternal and neo-natal death. To this, the active involvement of traditional birth attendants, utilizing the community as referral agents will establish an increase in ANC/PNC attendants and clinic deliveries.

### **3. Provision of health and nutrition education/behaviour change to the beneficiaries/community:**

this thematic area will focus on strengthening the current network of community volunteer resource persons including: CHCs, community health promoters (CHPs), traditional birth attendants (TBAs), care group mothers and religious leaders as these influential community members will act as key champions towards positive behaviour change. These groups will be supported to conduct health promotion with locally appropriate IEC materials to address priority diseases including: recognition and referral for diarrhoea, malaria, acute respiratory infection (ARI), malnutrition and HIV/AIDs awareness raising. Key health and nutrition behaviours will also be promoted through the inclusion of: the use of long-lasting treated nets (LLITN's) particularly for pregnant women and children <5 years, healthy pregnancies, infant and young child feeding and health seeking behaviour and promotion of positive nutrition behaviour change. The promotion of exclusive breastfeeding, timely initiation of breastfeeding, appropriate and complementary feeding and cooking demonstrations will also be incorporated.

The health services delivery shall be adapted to the needs of vulnerable groups mainly IDPs and vulnerable communities. All supported facilities have functioning incinerators on site for disposal of contaminated sharp objects, surgical materials and other medical waste. CHCs shall be actively engaged in programme implementation and monitoring processes in order to ensure direct accountability to the targeted beneficiaries.

Overall, all sector programme interventions will incorporate key cross-cutting themes that include:

- Health services are adapted to the needs of vulnerable groups;
- All future DP supported clinic rehabilitation and construction plans will include disability access in line with SMOH protocols;
- All female STI patients will have access to gender sensitive consultations (a woman will be seen or accompanied by a female nurse and/or female midwife wherever possible) and all health facilities are open for both men and women;
- The sector will continue to support the increased number of women trained in maternal new born and child health professions such midwives and nurses. Additional support will be provided to the employment of qualified Sudanese health professionals who are women, within various management levels of the programme; and
- Where they are not harmful, DP respects traditional practices within its health programme. Through its community based structures, however DP will advocate to halt harmful practices; emphasizing the implementation - and preference towards - conventional RH services for women.

Additionally, a number of Gifts-In-Kind (GIK), or - expected donations – are to be provided from WFP and UNICEF in order to distribute nutrition supplies to malnourished children <5 years and PLWs, based on the nutrition survey results. The supplies include: corn-soya blend, Plumpy Nut, and vegetable oil, for the treatment of malnutrition. The GIK also includes: the provision of lentils and sorghum as an incentive to community volunteers. Below is a detailed table outlining GIK.

WFP & UNICEF Expected Gift-In-Kind to NCA Darfur Nutrition Program - 2016						
Item	Unit of Measure	Quantity	Donor	Transporter	Per Unit Cost (USD)	Total Value (USD)
Corn Soya Blend	MT	134.860	WFP	WFP	774.90	<b>104,503.01</b>
Vegetable oil	MT	11.510	WFP	WFP	1,838.20	<b>21,157.68</b>
Sorgham	MT	59.400	WFP	WFP	569.40	<b>33,822.36</b>
Lentils	MT	12.000	WFP	WFP	926.90	<b>11,122.80</b>
Plumpy Nut	Carton	1480.000	UNICEF	NCA	50.00	<b>74,000</b>
<b>Total Expected Through 2016 Gift-In-Kind</b>						<b>244,605.86</b>

#### 4.2.6 Monitoring and Evaluation

##### Monitoring Plans

The DP H&N sector utilizes a range of formal and informal comprehensive M&E tools which are central to ensuring the appropriate delivery of effective and sustainable services. The sectors technical H&N team is comprised of an international manager, a national coordinator and five officers who are responsible for routine monitoring, evaluation and learning activities, providing comprehensive oversight management and coordination. The M&E team are responsible for overseeing that the sector activities are implemented in line with the agreed PMFs and where objectives are not likely to be met in the agreed timeframe, corrective measures are taken.

Routine data collection and monitoring of health activities is conducted by health staff on a daily, weekly and monthly basis. The sector manager oversees implementation of all sector activities and ensures usage of customized monitoring tools for data collection. This information is then disaggregated on a quarterly basis for reporting towards performance progress on sector activities.

All monitoring activities are based on sector specific PMF and LM toolkits, which are developed based on SMOH/WHO approved indicators. On a regular basis, the sector will collect data through established health management information systems and provide monthly and quarterly reports. The sector also works closely with SMOH to improve reporting and feedback between facilities, the DP and the SMOH. The quarterly analysis and explanations for results and trends are made available for discussion within all DP integrated quarterly reviews.

##### Evaluation Plans

During 2016, the sector will continue to utilize nutrition surveys (now referred to as SMART nutrition survey), which are conducted annually. Surveys are used to provide a comprehensive review and monitor key health and nutrition indicators.

### 4.3 Emergency Preparedness and Response

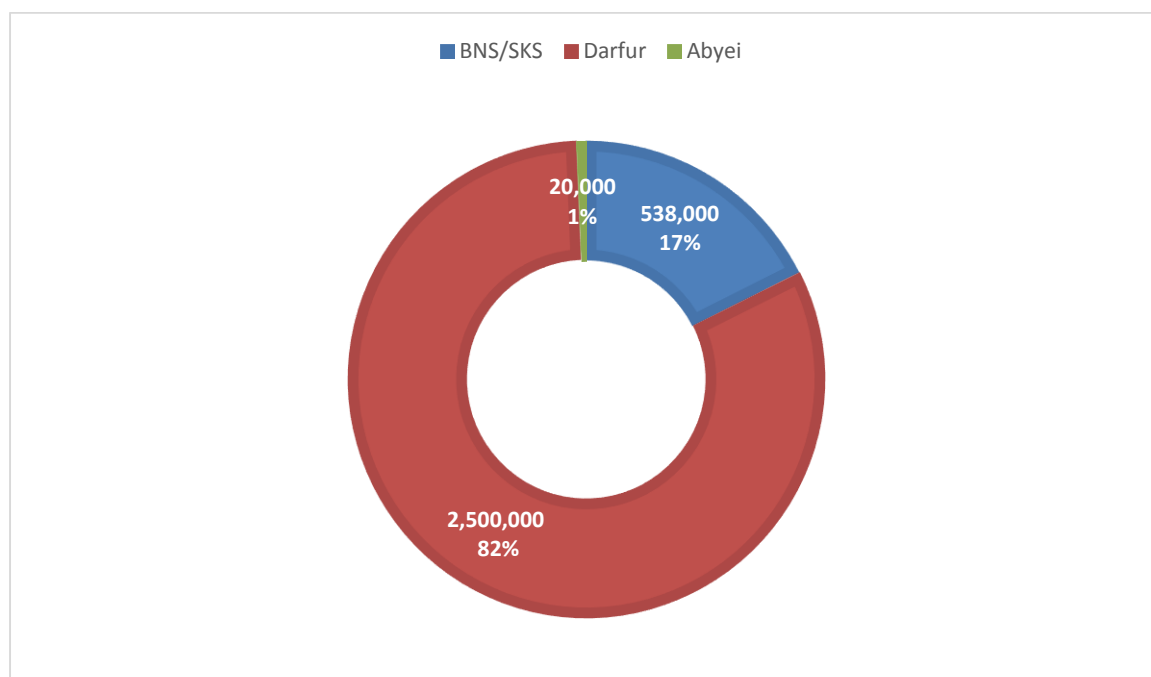
#### 4.3.1 Context Analysis

An estimated 2.5<sup>9</sup> million IDPs are in need of humanitarian assistance, in Darfur. Throughout 2015, the security situation saw some improvement, in some parts of the DP areas; fewer scimmages between opposing groups were noted. However, despite the reduction in conflict, Central Darfur

<sup>9</sup> Resource OCHA Sudan humanitarian bulletin issues 2015

continues to see an influx of IDPs. An estimated 38,000 people<sup>10</sup> have been displaced in North Jebel Marra’s Fanga Suk, Abunga and Niscam villages as well as in Rokero town, which is considerably worse. These areas are in need of emergency shelter and household supplies, water, sanitation as well as health and education services. These people fled their homes between February and May 2015 following clashes between opposition groups and have yet to receive any humanitarian assistance.

Since 2006, aid agencies have not been able to access the north Jebel Marra area. This is due greatly to access restrictions following fighting between government and armed groups in the area. Requests for access continue to be denied by authorities due to either insecurity or poor road conditions.



**Chart: Net New IDPs in 2015 by State (Source – OCHA Sudan- 31 July 2015)**

This new influx brings the total number of newly displaced people from the Jebel Marra area arriving to Zalingei IDP camps, since January 2015, to around 1,800people<sup>11</sup>. An estimated 1,400 of these people have received food, emergency shelter and household supplies. According to aid organizations, the influx of displaced people from northern Jebel Marra is likely to continue due to insecurity and restrictions of access for aid organizations. The high number of new displacements this year alone, in Central Darfur specifically, is a clear indication to the DP of the need for flexibility in approaches and strategy to ensure the capacity to respond to new emergencies is maintained.

In South Darfur, tribal clashes erupted in Tulus and Al Sunta localities (about 150 km southwest and southeast of Nyala, South Darfur) and claimed the lives of dozens of tribesmen; many others were injured<sup>12</sup>. Though there have been no reports, to date, of population displacement, UNAMID and other aid agencies continue to monitor the situation.

The ongoing rainy season has further deteriorated the already precarious living conditions. As with many other parts of the country, a late onset of the rainy season in Central and South Darfur has delayed and limited the period when farmers can plant their crops, according to aid organizations in the region. As a result, the amount of land cultivated has decreased in comparison to last year — from

<sup>10</sup> Resource/OCHA Sudan weekly humanitarian bulletin issue 27 July – 2 August 2015

<sup>11</sup> Resource interagency mission assessment and NCA distribution reports April - June 2015

<sup>12</sup> Reference Darfur Daily Security Sitrep 31 Jan 01 Feb 2015 and Darfur Daily Security Sitrep 3<sup>rd</sup> July 2015

714,000 hectares in 2014 to 504,000 hectares in 2015<sup>13</sup>. It is with this in mind - alongside the 130 ml decrease in the amount of rainfall between May and July of this year to which it is easy to understand that further agricultural complications are bound to exist. This will especially be felt as it relates to a potential food gap, should the rainfalls continue at the same low rate; accessibility to food stuffs will become more difficult, especially for those in rural areas. In an alternative scenario, crop prices will rise exponentially in the markets and subsequent lack of access to livelihoods could force people to IDP camps where they may feel better suited to receive subsistence services through aid agencies.

As the fighting continues to displace more people livelihood opportunities continue to remain limited. The increase in demands for newly displaced people to make their own shelter with local materials places pressure on existing natural resources (i.e. by cutting down trees). It is the sectors hope to reduce the negative impact on the environment moving forward. This can be exemplified through the utilization of stabilized soil blocks (SSBs); a mix of cement with local soil and water. The mix is then placed in a simple hand operated pressing machine and compacted into blocks. These blocks are laid in lines, covered with polythene and left to cure for a week. They are then ready to be used for construction purposes and leaves a cleaner environmental footprint.

While some IDPs have established new livelihoods within the given context, chronic deprivation resulting from loss of secure access to agricultural land has limited the capacity of communities to cope with the challenges they face after displacement. As such, the DP has recognized the need to scale up interventions that support sustainable and diversified livelihoods opportunities and promote peaceful coexistence among the target communities. The DPs EPRU activities will aim to contribute towards sustaining the gains made by key sectors over the years.

#### 4.3.2 Beneficiaries and Geography

In the coming year it is anticipated that EPRU interventions will mainly focus on IDPs and new arrivals in DP operational areas throughout Central and South Darfur States. The DP will also focus on supporting returnees, nomads and other vulnerable communities and households affected by disasters such as fire and flooding through the provision of NFIs and SSBs. Beneficiary categories will mainly consist of families headed by women, orphans, unaccompanied elderly, the disabled and the chronically ill. Based on the number of beneficiaries supported in 2015, the sector plans to reach a number of approximately 10,000 HHs (50,000 individuals) in 2016 of which, an estimated 50% will be women, 20% men and 30% children.

The EPRU will be covering four localities in Central Darfur and four localities in South Darfur.

In South Darfur, the localities and target camps and villages will be as follows:

- **Nyala locality** - Otach, Alserief, Dereig, Al Mustagbal and Wad Al Bashir
- **Bilel locality** - Bilel IDP camp
- **Mershing locality** - Silo, Wastani, Hashaba, Ton Kitir, Taigei, Um Gozeen, Amala Sakit, Shaway Malmool, Gadid, Manawashi, Hamada, Al Shorta, Al Madkhal, A salam, Korow, Gena, Mosko, Domma, Yara, Shadida, Haloof, Um Sobag and Um Sayala
- **Nitega locality** – Shegei, Batey, Taisha, Um Taraina, Asalam and Kasora

In Central Darfur, the localities and target camps and villages will be as follows:

- **Zalingei locality** - Hassa Hissa, Khamsadagaig, Hamedia, Taiba, Kadangara, Abata, Hashaba and Treij
- **Nertiti locality** – North camp, Nertiti, Garsila camp, South camp and Sterana camp
- **Azoom** - Ronga Tasa, Selo and Tululu
- **Wadi Saleh locality** – Gada, Ardaiba, Jebelein and Deleij

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<sup>13</sup> Resource/OCHA Sudan weekly humanitarian bulletin issue10-16 August 2015



#### 4.3.3 Implementing Partners

The Humanitarian Aid Commission (HAC) is the government department which deals with all INGO issues in Sudan. The DP EPRU has been able to enjoy a cordial working relationship with HAC. The sector shares information on new arrivals and new emergencies as well as submitting regular reports and attend coordination meetings convened by HAC and other ES/NFI cluster members within same areas of operation. HAC will remain a key partner in the coordination of humanitarian response in EPRU.

In line with the government policy on partnerships with national partners as well as the DPs commitment to working with national organizations, the DP will work with its key national partners, namely; Mubadiroon and ERRADA, in supporting communities affected by disasters. The DP EPRU sector will also continue to create linkages with other local grassroots organizations/CBOs in areas of operation to strengthen their emergency preparedness and response capacity as resource partners. Resource partners will be contracted to implement specific activities such as: assessments, trainings and awareness campaigns. At the community level, DRRCs will continue to form a key strategic link and the sector's exit strategy.

#### 4.3.4 Programme Approach

In 2016, the DPs EPRU will focus on activities that strengthen the communities' ability to cope, initiate sought after responses and therefore, contribute to resilience building. The DPs focus will be on training already existing community structures including: WASH committees, hygiene committees, community health workers, livestock committees, women's groups and youth groups, to name a few. These structures will establish community DRRCs and Community Action Groups (CAGs) who will be key in the coordination of responses and preparing community Early Warning Systems (EWS) as well as community action plans (CAPs). Traditional early warning systems used by the communities, for both climatic and conflict related shocks will be identified and documented for integration into the formal systems. The sector also will integrate with the livelihood sector in cash for work and environmental conservation on IGAs (produce seedlings) through building the capacity of communities on nurseries as well as make SSBs through recruiting 100 youth in cash for work activities. The EPRU will also conduct NFI and SSB distributions in coordination with UNHCR NFI pipeline.

The DP will empower communities by strengthening existing community structures who will eventually contribute towards the establishment of DRRCs and CAGs, in target communities. Once the committees are established, it is expected that they will contribute to the development of CAPs and mobilize communities for CAP implementation. The DP will train community members and partners in DRR concepts and practical applications of community-based DRR, including use of participatory approaches and community risk assessments; tools such as vulnerability and capacity mapping, timelines and conflict sensitive analysis will be used. The community members will then be expected to train community-identified volunteers who will serve as co-facilitators and will assist at community-level follow-up on the action plans. In addition, the DP will also document certain innovative DRR activities practices, employed by communities using local resources. These practices need to be documented as it will help for replication purposes, in other communities, where possible.

Through the increased focus on capacity building for communities in emergency preparedness, the DP expects that at the end of the year, the community based bodies will be able to:

- Develop and implement community action plans;
- Develop community EWS through an analysis of the commonly occurring disasters in their communities; and
- Actively participate in analyzing community problems, propose solutions and initiate emergency response interventions.

The ultimate aim of the DPs EPRU sector is the ‘conflict affected communities of Darfur have enhanced resilience to the recurrent crises.’ To contribute towards the achievement of this ultimate outcome, the DP will, in 2016, focus on the following immediate outcomes:

1. **Disaster affected communities in IDP camps and host communities in Central and South Darfur States have access to appropriate and adequate NFIs and SSBs.** This outcome is in line with the programme’s strategy to maintain the ability to respond to new emergencies and support newly displaced populations.
2. **Communities acquire skills and capacities of their own to cope and respond to disasters and participate in assessments and distribution activities.** This outcome is in line with the activities described above. Building the capacities of communities in emergency preparedness and response will be the key component of the sector in 2016.
3. **Emergency personnel able to rapidly assess, evaluate, identify NFI needs and conduct coordinated responses to a wide spectrum of emergencies.** This outcome is in line with the programme’s focus on ensuring continuous learning among staff and partners to ensure improved capacity in the delivery of programme activities.

Details of activities for each of the outcomes listed above are as outlined in the sectors’ LM and PMF, in Annex 6.

The project is to receive Gift-in-Kind from UNHCR to distribute to new arrivals and repeat materials to those who lost their shelter due to flooding, in some IDP camps. The following table shows the list of items and the estimated values of the ES/NFI supplies expected to be received from UNHCR, in 2016.

Items	# of Items Distributed	Amount (SDG) UNHCR Prices	Amount (USD)	Total cost (USD)
Plastic sheets	5,789 PCs	150	23.4375	<b>135,680</b>
Plastic mats	6,016 PCs	15	2.34375	<b>14,100</b>
Cooking sets	493 PCs	120	18.75	<b>9,244</b>
Blankets	8,573 PCs	30	4.6875	<b>40,186</b>
Jerry cans	5,519 PCs	25	3.90625	<b>21,559</b>
<b>Total</b>				<b>220,769</b>

#### 4.3.5 Monitoring and Evaluation

The quality of work implemented and progress against planned activity targets will be assessed based on the sector’s logic model and performance measurement framework (LM and PMF). Particular attention will be placed on monitoring how well capacity building activities have contributed to increased capacity of communities to cope with disasters. In order to ensure that the DP maintains its focus on the approved logframe and its related indicators and targets in the PMF, the EPRU Coordinator will work closely with the DP’s M&E department to ensure that progress on targets are monitored, reported and corrective measures are taken, as appropriate. Through quarterly review and planning workshops, the sector will take the opportunity to reflect on the progress against its targets as well as other approaches and any new emerging trends.

At the community level, DRRCs will play a key role in monitoring the implementation of project activities. Feedback from communities will be analyzed to inform the future direction of activities.

Monitoring field visits will be made use of in order to receive regularly updated feedback on the performance of the DP. Appropriate data collection, reporting and management tools will be developed for the sector based on the PMF indicators.

## **4.4 Livelihoods**

### **4.4.1 Introduction and Main Achievements During 2015**

Livelihoods were introduced to the DP in recognition of the need to address longer-term, more sustainable options and opportunities in an attempt to medicate the increased vulnerability being faced by target communities. Without improving livelihoods, communities become deprived of material and financial resources which they would otherwise be able to make proper use of and support in the recovery from disasters affecting them.

In 2016, the DPs livelihood sector will continue to work alongside communities and IDPs in camps and host, returnee and pastoral communities, in Central and South Darfur States. The DP will implement interventions that will help households become food and income secure, and lead to further integration with others sectors for the purpose of sustainability. Interventions to achieve this goal focus on empowering target communities with the relevant knowledge and skills, strengthening community governance structures that support community livelihoods and linking them to local government services.

A total of 11,790 beneficiaries were targeted in 2015 with interventions to increase agricultural production as well as the strengthening of economic circumstances both through agricultural and non-agricultural income generation interventions. At the end of September, 8,365 beneficiaries (50% female) were reached with agricultural inputs and services as well as other livelihood support. Out of the 8,385 beneficiaries, the Taadoud project targets 7,340 HH in Central Darfur and the remaining 1,045 HH, in South Darfur. Of these reached HHs, 73 community workers have received ToT training whereby nine agricultural techniques were taught (seed quality, crop density, crop rotation, minimum tillage, integrated pest management, soil and water conservation). CEWs were then able to cascade their learnings from the training to 730 LFs. In order for the farmers to practice these new techniques, 730 demo pilots were established to ensure proper learning and support were provided.

Also activity was that a total of 65 CAHWs were trained, provided with veterinary treatment kits and a start-up grant for a revolving fund. It is envisaged that through this support, the CAHWs will be able to provide sustainable extension services on a cost recovery basis. Participants of this training were youth; 30 males, who were able to receive vocational training on mechanical and car repair as well as on mobile phone repairs. Kits and tools were provided as support.

A total of 183 SILC groups were also formed to support women and farmers easily access to financial services from their own saving and revolving loan. The livelihood sector also supported the DRR committees to prepare 58 disaster preparedness action plan and undertaking early warning situation monitoring and reporting.

Challenges were presented in 2015 whereby 127 women were planned to be supported with IGAs by providing cash and in-kind support to increase their income. Unfortunately, due to funding constraints, the sector was not able to carry this activity forward, in 2015.

### **4.4.2 Context Analysis**

The scattered conflicting events which continue to plague the Darfur region has – and will continue to - negatively impact civilians and create a surplus of vulnerable populations, including women and children. Referring to UNAMIDs Integrated Strategic Framework 2015-2016, "...the number of people estimated to have been displaced by conflict in Darfur since the beginning of 2014 stands at close to 400,000 as of September 2014. Of these, some 256,000 people currently remain displaced along with

more than two million IDPs. The majority of the newly displaced people moved into existing IDP camps and settlements, where services were already stretched due to the reduced presence of humanitarian actors, funding shortfalls and insecurity.” Due primarily to the continuously deteriorating situation in areas of operation, IDPs are unable or unwilling to return to their original homes due to the volatile security environment across Darfur. Consequences stemming from such insecurity include minimal access to basic services and livelihood opportunities which have exponentially increased the level of vulnerable populations across the Darfuri region. As a result, the amount of land that has been cultivated in rain fed areas is less than the average; pasture conditions have not been able to regenerate themselves as they typically do. Thus, it is certainly understandable that vegetation conditions also remain well below the average in much of Darfur, as well as localized areas of North and South Kordofan States. Thus, the national production for the 2015/2016 agriculture season will also likely be substantially lower than average. Luckily it was not the same case for the 2014/2015 year whereby prices of staple foods (millet and sorghum) have been unseasonably stable due to a surplus production from the previous year.

Contextual analyses for the situation in the operational areas were mainly informed through rapid assessments in rural areas and needs surveys which were conducted by the authorities, collaboratively with UN agencies. All reports have indicated the need for assisted livelihoods needing to become more focussed, especially in targeting and selecting the best suited services to meet the community needs. Additionally, through the aforementioned analysis, the livelihoods sector, in collaboration with WASH, EPRU and Health & Nutrition sectors will continue to provide support to those conflict affected populations who are settled at camps and those host communities adjacent to them. The input and cash grants will not be free hand out, but the cash and inputs will be collected by the groups and reused to diversify the livelihood options and to build resilience in the long run. Beneficiaries and Geography

The project will be implemented in Central and South Darfur as follows: Central Darfur (Wadi Salih locality; in three camps of Ardeba in Jabaleen and Jeddah), as well as 35 villages with mixed communities (see annex).

In Zalingei locality the program will focus in the three camps of: Hassahissa, Khamsadagaig and Hamedia. The sector will continue assessing the security situation, accessibility of the areas and the available potentials in the rural villages. Moreover, Bilel and Nitega localities are the intervention areas in South Darfur.

Beneficiary targeting has – and will continue to – consider the various vulnerabilities, needs and existing capacities of affected groups (i.e. women, children, the elderly and those living with HIV/AIDS); those who may suffer specific disadvantages in coping with the current livelihood and food security challenges of Darfur. To complement the aforementioned work and achievements made by the DP over the years, livelihood interventions will be implemented in existing programme locations in South and Central Darfur. This will form a cohesive integration among the DP sectors in order to maximize the impact of the interventions and contribute towards enhanced resilience.

In 2015, the DP was able to support 11,790 HHs with agricultural and income generation activities. These HHs will need to be continuously followed up and monitored to see tangible gains from the trainings and material support given. Thus, in 2016 the project will support a total of 10,335 HH as direct beneficiaries. Each beneficiary represents a household and in the long term, the interventions will benefit an estimated 51,675 indirect beneficiaries. An estimated 70% of the beneficiaries will be female, as outlined in the beneficiaries table below.

Through agricultural activities including extension services, the programme will reach an estimated 13,125 beneficiaries (2,625 HHs). Out of these, NCA will distribute agricultural input (seeds) to 1,000 HHs, through FAO. In addition, the project will target treatment and vaccination to 80,000 livestock heads using vet drugs and supplies - also donated from FAO. In the meantime, the project will train 60

CAHWs to improve the animal health care services. To complement the agriculture development, it has been planned to train 214 women in various IGAs including cheese making, in food processing and in SILC approaches.

The GIKs expected from FAO are listed in the table below

Item	Quantity	unit	unit price	Total Price (USD)
Veterinary drugs & vaccine	80000	livestock head	0.78	62400
Drought tolerant crop seeds )	1000	HH	39	39000
<b>Total</b>				<b>101400</b>

Finally, the DP will seek to support the same target communities with DRR activities including the strengthening 48 of CAGs<sup>14</sup> to help communities assess the risks that affect their livelihoods and better prepare for coping with such risks. The table below summarises the segregation of beneficiaries by location and gender.

#### 4.4.3 Implementing Partner(s)

The sector will continue to work with two national partners: Mubadiroon and ERRADA, in Central and South Darfur States, respectively. Due to funding challenges last year, Mubadiroon has focused solely in implementing Sudan Humanitarian Assistance and Resilience Project (SHARP), also known as Ta'adoud, in Central Darfur. The Ta'adoud Project, which started in January 2014 is a 2.5 year project; however, it has been extended by an additional six months and will continue to run until September 2016. In 2016, Mubadiroon will maintain the same level of implementation and will continue to do so should the project see an extension in the coming year. ERRADA will work in South Darfur with an integrative sectoral approach, inclusive of: WASH, EPRU and H&N. This will be particularly the case where CFWs and some IGAs related to WASH committees who are involved, in order to sustain water supplied throughout IDP camps.

The partners will focus on DRR and environmental conservation works which will complement the agriculture and livelihoods programs. To make it more detailed, the partners will focus on community backyard gardening, dairy goats' support to poor women, seed multiplication and promotion of farmers' learning by using demonstration plots and dissemination of the best practices in IDP camps and in the rural areas. NCA steps in through the handling of new technology (ie: introduction and piloting of greenhouses until partners have adequate knowledge and skills to run them by themselves). The Livelihood Officer and Coordinator will continue facilitating and closely working with the partners.

#### 4.4.4 Programme Approach

The DPs approach to implementation of livelihood interventions in 2016 is such that there will be limited distribution of agricultural inputs including seeds and tools as well as other material handouts. Any inputs distributed will be specifically for the purposes of demonstration, learning and adaptation to climate change, mainly the ELNINO phenomena. This approach will enable farmers to gain the knowledge and skills to increase agricultural production, incomes and enhance sustainability and resilience. For instance, the establishment of seed multiplication pilots for purposes of small farmers will be able to reach improved seed varieties in both cash crops and staple crops. This will be done whereby ten farmers will have access to one seed multiplication plot. The final harvesting from the seed multiplication plot will be divided among the ten farmers to keep; aiming to ensure improved

<sup>14</sup> DRR refers to Disaster Risk Reduction committees, CAGs refers to Community Action Groups

seed provisions for the future. In line with agricultural projects, the DP is additionally in the midst of establishing a community based extension system to support farmers with information and promote agricultural techniques. In 2016, the sector will continue to establish demonstration plots for farmer to farmer learning and practice of the nine agricultural techniques and ensuring that at least six of them are well understood and used by targeted beneficiaries. Community extension workers (CEWs) will be established to support this project; receiving ToT training of the nine agricultural techniques. They will trickle down their learnings to ten LFs who will then be responsible for ten production farms. Seed distributions among farmers will be based on climatic indicators (rain shortages, etc.).

Another project will be the piloting of the green house technology in IDP camps which will be able to easily link with WASH and H&N for vegetable crop production during the off season, targeting WASH committees and HHs facing challenges related to malnutrition. This will be done in an attempt to diversify food and provide a livelihood-based income. Moreover, the sector will target winter season cultivation, due to the expectation of low crop harvesting from 2015's poor rainy season.

To help these farmers protect their investments and income, the DP will target farmers with economic strengthening interventions that include the development of local savings schemes, based on the SILC methodology. This approach enables target communities (members of the groups) to easily access cash to meet their immediate needs whilst at the same time allowing their funds to grow in the process.

The livelihoods sector will continue to support community-led early recovery activities to ensure that vulnerable households in IDP camps and host communities in Central and South Darfur States can meet basic food needs, develop livelihood skills and strategies to build a platform for longer-term development. The sector activities will ultimately be aimed at ensuring that **target households in Central and South Darfur States are food and income secure**. The DP will achieve this by focusing on three main intermediate outcomes as outlined below:

**1. Target conflict affected households record increased ability to meet their basic food needs through own production:** to achieve this, the DP will, in 2016, seek to establish and strengthen community based agricultural extension systems which will encourage farmer to farmer learning. The DP has, since 2013, been working with MoA as well as community leaders to identify and train CEWs and CAHWs. The system will be strengthened further by the identification and training of LFs and Lead Pastoralists (LPs), who will lead the demonstration of promoted practices and techniques. It is expected that each CEW will train and mentor ten LFs using learning conversations and practical demonstrations. The CEWs will support the LFs to establish demonstration plots on their fields, which LFs then use to teach Producer Groups (PGs) comprised of ten beneficiary households. This system, once fully functional, will support the flow of information and skills between the MoA and the farmers. There will be no handouts to individual beneficiaries.

**2. Target conflict affected households have increased/diversified income sources:** the DP recognizes that there are limitations in livelihood options and the reliance on agriculture alone - as a source of livelihood - leaves target communities vulnerable. This is especially the case for Darfur where agricultural activities are continuously disrupted by insecurity and rain shortage. Thus, the DP will seek to equip target beneficiaries with other skills that will allow them to diversify their income sources as well as save and grow it. A more diversified income base increases an HHs resilience in the event of a shock. The SILC approach will be utilized to develop community based savings mechanisms. The pool of funds developed in SILC will be available for the group members to access and fund IGAs of their choice in line with an established constitution for the group. Finally, the sector will provide IGA activities, vocational training, and integrate the Cash for Work (CFW) approach with the WASH sector via the construction of sand dams; and EPRU in environment conservation, particularly in brick making.

**3. Community support systems are established and or strengthened:** These are DRR activities to be implemented by organized DRCs, to monitor progress of 48 community action prepared in 2015. In addition, the sector will support communities to develop 12 DRR based community action groups (CAGs) who will handle the early warning situation assessment and reporting in 2016. These functional groups will closely work with livelihood and EPRU in order to mainstream the DRR elements in the EPRU functions.

The livelihoods sector will follow a variety of methods to implement the project. Emphasis will be placed upon integrating a livelihoods approach into the work of all sectors. Focus will be on interventions that empower communities and enhance sustainability of all the other investments that the DP has made to target communities over the years. The Taadoud project, in Central Darfur, has been a learning experience for this approach, and it will be important in 2016 to build on this experience and replicate what has been proven to work in Central Darfur into South Darfur. The DP will maintain its deliberate targeting of women with economically empowering interventions to contribute to a reduction in economic inequalities in target communities.

The sector will continue to support and strengthen the financial and technical capacities of its two key partners. This capacity enhancement will also be extended to community structures including: local government structures, line ministries, CBOs, CSOs, women groups, youth groups and pastoral groups that contribute to strengthening livelihoods and food security.

#### 4.4.5 Monitoring and Evaluation

A midterm evaluation will be carried out at the end of September 2015, in accordance with the PMF. This will be carried out by the project team with the support of a consultant under Taadoud project. Further reviews were carried out to streamline the baseline indicators. These indicators will be the basis of monitoring in 2016. Monitoring will involve assessing the progress on project performance indicators on a regular basis by collecting data, analyzing it and providing timely feedback for learning and corrective action. There will also be monthly, quarterly and annually reports for the various project locations which will involve the project beneficiary representatives, NCA staff, partners, community leaders and government representatives. At these meetings the key project stakeholders will have an opportunity to review the progress of their project and to provide feedback into the project cycle. A midterm evaluation will be carried out to monitor progress on indicators and make any modifications to the implementation strategy where necessary. A final evaluation will be carried out at the end of the project to measure the extent to which the project was able to meet its objectives.

In 2016, the DP will emphasize its results based monitoring and evaluation as well as reporting where the focus will be more heavily placed on results rather than processes. Evidence based reporting will be emphasized where stories of change and voices of beneficiaries will be collected to highlight the impact of interventions. Photographs will also be a key tool in demonstrating activities such as demonstration plots and the adoption of techniques being promoted.

## 4.5 Education (ERRADA)

### 4.5.1 Introduction and Main Achievements During 2015

In 2016, ERRADA will implement education activities in three localities (Nyala, Bilel & Mershing), South Darfur targeting eight basic schools. The intervention will generally focus on increasing children's access to education facilities and services, improving capacity of Parent Teacher Associations (PTAs) and improving quality of education for school aged children in the selected rural villages and IDP camps. Recognizing that during the fiscal year of 2015, ERRADA was only able to



achieve the construction of three permanent classroom blocks and two offices at Tunkiter School in Mershing Primary School, reaching 574 students (325 boys and 249 girls), of the planned target 6,256, this is worth noting due to a downturn in education sector funding.

Despite funding obstacles, some notable construction work has been completed and classrooms have been fixed. Staff of implementing partner, ERRADA along with assigned staff from Ministry of Education (MoE) and the PTAs have jointly monitored the construction work to ensure a high level of construction quality is attained. The completed infrastructure has been handed over to the government and the Tonkiter PTAs. Since supporting the schools' infrastructure, enrolment at this school has increased to 620 students (353 boys and 267 girls).

ERRADA recognizes that as funding diminishes the need for durable community-owned education systems capable of reaching children and youth remains a humanitarian priority. In 2016, this is implementing partner, ERRADA's intention: supporting the objectives as they relate to community-based education activities. The project will focus on the 'software' as it relates to education such as through the provision of text books, chalk, black boards and school furniture, etc. Teachers and PTAs (50% female) will be trained in teaching practices and school management. Additionally, young men and women will be trained in different vocational skills such as: welding, masonry, computer applications and tailoring. Communities will be encouraged to participate in awareness raising sessions on child rights.

In 2015, the programme was able to screen schools in the areas that have the highest needs and where the desired results will be achieved. The selected schools include: Zahra Girls School, Elzaiem, Elhasary, Almadina and Elmonawara in northern Nyala and Tonkitir, in Mershing. In 2016, ERRADA will work with communities and the SMOE to address the highlighted constraints regarding education in the target areas. Efforts will be exerted to empower the PTAs and teachers to mobilize communities to address some of the existing challenges using their own resources.

#### 4.5.2 Context Analysis

Education is a basic right for every child and is among the most powerful of instruments for fighting poverty and inequality. It is used as an instrument for sustainable social and economic transformation. Most of students from rural villages of South Darfur travel long distances and many hours to access schools – most of which were destroyed during the war and have not been rehabilitated due to funding constraints (UNICEF – October 2015 updates). Students are not able to walk the long distances to reach the available schools due security risks posed to female students such as GBV, abduction and other physical challenges. What is additionally daunting is that recent UNICEF reports (October, 2015) have communicated that school enrolment rates continue to deteriorate for a number of reasons including: poor access to schools, lack of facilities and the inability of IDPs and rural communities to cover education fees and supplies for their children.

Equipment such as desks, tables or chairs fail to exist. Basic school furniture, equipment and facilities such as: laboratories, blackboards, libraries, text books and teaching aid materials are null and void, in most of the schools. The poor access to education facilities and the poor service quality in schools is exacerbated by the prevailing insecurity, lack of proper education infrastructures, lack of qualified teachers and teacher training institutions and limited skills and resources for school administrators.

The latest statistics from humanitarian actors indicate that an estimated 7,900 newly displaced children have been registered in IDP camps in South Darfur State, in 2015<sup>15</sup>. This brings the total number of displaced school-aged children in the state to nearly 87,200 children. Throughout South Darfur alone, only 706 classrooms and shades are available to cater for all of these children - including host communities and rural villages. The sector has been working with the MoE and other

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<sup>15</sup> OCHA Sudan Humanitarian Bulletin. Issues 25|16-22 June 2015

stakeholders to upgrade some of the temporary classroom structures into permanent structures in a solid effort to improve the school enrolment rate of children.

A continuous challenge in the education sector relates largely to that of the role of teachers. Teachers, in South Darfur, are not encouraged to contribute towards the learning process due mostly to the lack of opportunities for them to upgrade their skills and lacking incentive to support their livelihood. It is with this in mind that it becomes easy to understand the high turnover rate of teachers in schools, within the region itself. Additional challenges are seen for children living in IDP camps as their access to basic education tends to fall to the wayside. This can be exemplified through the contribution of PTAs within villages and PTA systems in the camps. While PTA groups in villages are able to support through working with teachers to address gaps in schooling, this is not the case in camp settings where resources are scarce and the capacity is low.

NCA's national partner, ERRADA has been contributing towards education support services in collaboration with NCA since 2013. Despite the large gaps being seen in education due to continued conflict, mass displacement and destruction of education infrastructures and facilities, the hope and goal to support this sector remains.

#### 4.5.3 **Beneficiaries and Geographic Coverage**

In 2016, NCA and ERRADA will continue to focus on IDPs, host communities and returnees, in Nyala North, Bilel and Mershing localities. The target beneficiaries are mainly school aged children that include orphans and other vulnerable children (OVCs). The programme will seek to train teachers (including volunteers) and PTA members whereby an estimated 6,256 students (42% girls) will benefit from education materials and services. Through increasing gender awareness and encouraging equal access to education for boys and girls it is envisioned that at least 42% of the enrolled pupils will be girls. Some 32 teachers and 16 PTA members will be trained to enhance their teaching skills, understanding of gender equality and school management.

In addition, 150 members will be sensitized on children's rights and gender in education whereas 100 youth members will be trained in various vocational skills (computer, masonry, welding, brick production and tailoring).

These activities will be implemented in three locations of South Darfur State: Nyala North (Zahra, Elzaiem Elhasary, Al Wehda and Almadina Munawara), Bilel locality (Bilel Unity Boys & Girls and Comboni) and Mershing (Tonkitir and Hashaba). These schools were identified based on assessments conducted by the sector and MoE.

#### 4.5.4 **Implementing Partner(s)**

The DP's core partner, ERRADA will work to promote education and school support activities in South Darfur. The SMOE is also a key partner as the overall custodians of education activities for target communities.

Sudan ratified the UN Convention on the Rights of the Child (CRC) in 1990, thus committing itself to protecting and assuring the right to education for all children within its borders – including the right of access to education for young IDPs and refugees. Thus, the sector will continue to work closely with SMOE in the provision of technical assistance for the selection of school materials, training teachers, PTAs and the youth in vocational skills. At the operational level, the sector will work closely with the PTAs, teachers and community leaders in mobilization of communities. Community participation will be key for the sector to ensure that parents take an active role and responsibility for the education of their children.

Humanitarian Aid Commission (HAC) will facilitate the processes of approvals for movement of personnel and implementation of the activities in Nyala North, Bilel and Mershing localities. At the

education cluster level, the sector will coordinate with UNICEF, MoE and other NGOs in sharing pertinent information, mapping the areas of intervention and gaps.

#### 4.5.5 Programme Approach

In 2016 the program will focus on activities contributing to improved quality of education services including: the education material provisions (school furniture, books, teaching aids and equipment), training and capacity building for teachers, public awareness in education and strengthening PTA functions. All of which will inevitably have an immense contribution in the facilitation of the teaching/learning process. Intervention deliverables for the education sector will help to: increase children's access to basic education in the IDP and host communities; increase the capacity of PTAs, teachers and school administrators to deliver basic education and manage schools; increase community awareness on the importance of gender equality in education; increase the capacity of youth to be self-employed; and increase child/parent awareness on environmental protection.

With the proposed project ERRADA will work with community structures and rely extensively on existing human and material resources from communities. The appropriateness and sustainability of the achievements is best ensured through local support and contributions at the grassroots level, including from volunteer teachers. The sector will strengthen PTAs to enhance quality education services for children, through concerted dialogue and awareness raising on the right to education for all school age children. Community leaders, teachers, and local authorities will be mobilized and sensitized to play an active role in project identification, implementation and monitoring processes. They will be involved in decision making on children's participation, as well as to monitor the use of materials in schools.

The sector will ensure increased coordination and collaboration with education cluster stakeholders, most importantly with SMOE and UNICEF. Participation in cluster meetings, planning, reviews and reporting shall be streamlined according to cluster plans for areas of operation. The long term outcome is to ensure sustained access to basic primary school education for school age, vulnerable and disadvantaged children in IDP and host community populations in South Darfur State. The programme will engage with other agencies working in the sector to identify potential opportunities for collaboration and funding for ERRADA in 2015 and beyond.

#### 4.5.6 Monitoring and Evaluation

The sector will use a detailed PMF to track the progress of results at all levels of implementation. The sector's process monitoring tools shall be developed based on education indicators whereby ERRADA programme officers will follow up with routine implementation, data collection and analysis as well as reporting and documentation. Regular field visits and reviews with local stakeholders and PTAs will be conducted on a monthly basis whereby all constituents will contribute towards consistent and quality programme delivery. Reports shall be prepared and submitted on a quarterly and annual basis to NCA and other relevant government sectors.

## 5 Partnership and Partner Development

### 5.1 Approach to Partnership and Partner Development

In 2016, the programme will continue its efforts towards enhancing the capacities of national partner organisations to implement programme activities in Central and South Darfur. The DP remains strongly committed to working together with national partners and developing their capacities through training, mentoring and coaching. This focus on building national partners' capacity to carry out activities, considering the GoS' Sudanization policy, is complimentary to that of the capacity building activities of the DP. This is particularly important given that it is envisioned that projects will, in the coming years, need to be run through local NNGOs and/or implementing agencies. Therefore, the DP has identified and established new partnerships with such agencies in order to maintain its

commitment to such partnerships and additionally secure the continuance of support to NCA target areas.

The DP has currently been working with two national organizations (ERRADA and Mubadiroon), which it will continue to strengthen the partnerships with well into 2016. The DP will also intensify the capacity development for the three contract partners that have been implementing short term activities. The three contractors are Child Development Fund (CDF), Darfur Organization for Peace and Disaster Development (DOPDD) and Darfur Organization for Peace Initiative (DPI). The DP will work with the two national partners and the three contractors in order to strengthen their capacity in a variety of different areas that were identified through partner organizational capacity self-assessments. The capacity assessment included: their strategic mandate, systems, governance, strategic management, HAP compliance standards, finance policy, HR, DME systems, cross cutting issues (gender and child protection) and other technical programmatic areas.

## 6 Organization Development and Capacity Building

### 6.1.1 Introduction and Context Analysis

In 2016, ODCB will work towards achieving the long term outcomes proposed in 2014 and which were modified in 2015. The unit will focus on reinforcing the capacity gains of partners and NCA staff which were made in 2014 and 2015 through a number of capacity building interventions. ODCB will continue to focus on the three pillars which guide its capacity building mandate which include:

1. **Partnership development and management:** continue support for partner capacity development with an emphasis on leadership development, systems and policy development through board member training, at the individual partner level;
2. **NCA Senior Staff Accelerated Leadership Development Programme:** continue creating capacity building opportunities through increased mentoring and coaching by line managers and ODCB Manager. The ODCB Manager will also work with sector heads to reinforce mentoring and coaching. The DP technical capacity needs for this team will be captured under the staff development plan through the PDR process; and
3. **General Staff Development:** continue to support the human resource department through PDR processes and implementation of staff development plans.

In 2015, ODCB facilitated capacity building opportunities for the two core partners: ERRADA and Mubadiroon as well as for the DPs three short term contracted partners: CDF, DPI and DOPDD. The following few paragraphs summarize the ODCB 2015 activities:

- a) A governance workshop was facilitated by the ODCB Manager, Head of Programmes and the M & E unit in Khartoum for all partner board members, including NCA Khartoum partners. Following the 1<sup>st</sup> workshop, another workshop was facilitated for contracted partners from Nyala. The following topics were covered in the mentioned workshop: dealing with common challenges experienced by the NGO board partners' organizational governance, accountability and resource mobilization. ODCB team continued follow up and facilitated another training for partners to develop frameworks for resource mobilization and the development of strategic plans/concept notes and how to solicit development funds from donors.
- b) A total of 95 NCA staff members from the DP - particularly in supporting functions - alongside 30 partners and line ministries participated in various capacity building events such as: finance and budget management; practical finance for programme managers; development communication; managing projects in emergencies; procurement and supply chain management; fleet management; PCM; and WASH related actions. An additional opportunity

presented itself for selected staff from DP and partners to learn the best practices and experiences from a community based organization in Nairobi, Kenya.

- c) ODCB led the process of a capacity building in a partnership with RedR International through a tender process for the purpose of providing an accredited and reputable humanitarian leadership development training for 18 senior NCA staff. The partnership covered two levels of workshops, along with coaching opportunities between sessions. A designated coach was chosen for this programme; a ToR was designed.

The first workshop was held in August 2015 and the second one will be held in November 2015 followed by graduation. The training programme focuses on humanitarian leadership within the context of the DP. It also incorporates the support of participants' personal leadership and management skills.

Finally, a workshop was facilitated internally by the ODCB Manager on self- management skills in the workplace for LCDP participants. This workshop happened in August 2015 in an attempt to enhance the level of effectiveness on the job, among staff, partners, board members and other pertinent stakeholders.

#### 6.1.2 **Beneficiaries and Geography**

In 2016, ODCB will continue to implement the capacity interventions as per the improvement plan. This will be done by targeting 24 members on the board of trustees, executive team as well as directors, 30 staff from (ERRADA and Mubadiroon), 16 short term contractual staff partners and 80 staff from NCAs DP. The locations of the trainings will be in South and Central Darfur and Khartoum.

In addition to the beneficiaries targeted above, ODCB will also reach 16 staff from the three contractual partners.

#### 6.1.3 **Programme Approach**

The ODCB sector will consolidate the capacity gains made in 2015 for the three pillars through an on-the-job mentoring and coaching support line for the two partners and senior NCA staff.

Technical skill upgrades will continue; an on-going process due to new programme implementation demands. General staff development is also a continuous improvement process to build staff capacity and improve upon organizational effectiveness and efficiency. Personal effectiveness will therefore be a priority area for capacity development in all three pillars. The SMT forum will be used for feedback and suggestions on mentoring and coaching.

ODCB will work through the partnership approach to strengthen local capacities as per the principles of the DP consortium members. The unit will also work closely with HR to contribute towards the improvement of capacities of national staff and partner organizations.

The ODCB has developed its 2016 plan to achieve four change outcomes: 1. The organizational system and structure in NCA and partners are to be improved; 2. The quality of the sectoral programme planning and reporting is to be improved; 3. Improved technical and management capacity of NCA and partner staff; and; 4. Partners secure funds, solo, to run programmes after withdrawal of NCA from Darfur.

In 2016, ODCB will take advantage of the newly accelerate team who have completed the Leadership Capacity Development Programme (LCDP) using their knowledge and skills as resources to facilitate some of the planned capacity building events.

Additionally, ODCB, in conjunction with M&E, shall develop a monitoring framework for partner organizations to closely and continuously monitor required improvement and strengthen their

capacities based on the organizational capacity assessment results. The programme will coordinate NCA and partner capacity building through three pillars:

1. **Pillar 1: Partners Capacity Development Plans:** The unit will focus on leadership and systems development for the two main partners and four contract partners. ODCB discussions with the WASH sector indicated that they are considering the engagement of the fourth contract partner in Garsila; thus, ODCB will increase its level of efforts in providing capacity support to ERRADA. A board development workshop will be facilitated for the SCC which will lead to the development of a strategic plan, in accordance to capacity visits with the ERRADA team. The unit will also conduct board level coaching meetings with both ERRADA and Mubadiroon focusing on systems and policies. Additional training will be needed on: finance for non-finance managers, humanitarian standards, team building, project cycle management, report and proposal writing as well as leadership development, as identified by self-assessments. Some of these activities have not taken place due to restructuring in the DP.
2. **Pillars 2: Accelerated Staff Capacity Development:** NCA DP selected 18 senior staff from programme and support functions to undergo a leadership development programme. The ultimate goal being: to enable staff to take the lead on programmatic and support functions, if necessary and in line with the GoS strategy for Sudanization. As result of the LCDP, eight staff from the accelerated team were promoted to coordinator and manager positions in order to lead their sectors e.g., WASH, admin HR, and logistics.

In 2016, ODCB will use the knowledge and skill gained from the LCDP to facilitate some of the planned capacity building events. Additional to note on the LCDP is that the post evaluation processes for the accelerated team will be done to evaluate the level of knowledge and skill gained. Continuous improvement and support for the LCDP will include: individual mentoring and coaching by line managers and short in-house courses to be facilitated by the Programme Director, the ODCB Manager and other qualified staff as the need arises. The following are some of the topics and areas that the unit will focus on, in 2016:

- a. Fundamental management skills;
  - b. Habits of effective leaders;
  - c. Communication and writing skills; and
  - d. Project cycle management, proposal and report writing
3. **Pillar 3: General Staff Development:** ODCB will continue to support the HR department to identify the staff capacity needs through staff PDRs, through the building out of staff capacity development plans as well as coordination of the planned activities.

#### 6.1.4 **Monitoring and Evaluation**

In addition to using the comprehensive ODCB improvement plan as a tool for monitoring the progress on the activities and targets for the three ODCB pillars, the unit will work with other sectors to develop a comprehensive participatory capacity building M&E framework.

A participatory review of the ODCB activities for *Pillar 1: Partnership Development* will be held in Q2 of 2016. Additionally, the LCDP individual competency self-assessments will be conducted during the PDR process period in 2016 Q1. The PDR process will help to monitor the benefits stemming from staff development opportunities enjoyed by general staff, under Pillar 3 activities.

The ODCB sector will also monitor the application and consolidation of skills acquired from the RedR training completed by the LCDP participants, sector by sector.



## **7 In Country Support Functions**

### **7.1 Finance Section**

The Finance Department continues to ensure that the pertinent financial reporting is continued, on track and done in a timely manner. Roles and responsibilities include reporting to both internal and external requests as they relate to DP finances. The reports continue to be circulated and including information on the following: the statement of operation, income statements, cash flows and balance sheets. The main report stemming from the finance section is the operations report which outlines expenditures as they relate to the budget as well as any variance.

Financial reports are created based on the location and sector and are broken down by the donor, activity and the partner involved. In 2015, NCA underwent a dramatic change to accounting software and is now utilizing Maconomy instead of Navision Attain. Finance unit members underwent two weeks of rigorous training, in Khartoum, to understand the proper utilization of this software. The previously foreseen challenges of using Maconomy have been deemed null as the internet bandwidth has been improved. Thus, it is believed that financial reporting will only work to be increasingly improved as it is the software utilized by all of the NCA Global Representations.

Within the department, the roles have stayed the same since the 2014 Appeal. This includes: the daily execution of payments - both cash and through the bank, preparation of payrolls on a monthly basis, and fund disbursements to the field locations. The department will engage further on cash flow and liquidity management through preparation of quarterly cash flow forecasts in collaboration with donor liaison and Oslo support unit.

It is the intention that the department will continue to build and enhance the capacity of partners in terms of financial functionality. It is ever more pressing that partners have the capabilities and skill set(s) to generate and provide detailed and relevant reports which can thereafter be consolidated into NCA DP reports, to be shared with stakeholders. The Finance Manager continues to hold these responsibilities. Mamut accounting software continues to be used for existing partners for financial management and reporting.

There are additionally a number of internal control mechanisms in place to ensure compliance to procedures and regulations. A number of audits are completed in an attempt to strengthen the controls and observance of the aforementioned regulations. This can be exemplified through the interim audit which is done on a bi-annual basis or the annual audit which is completed after year end. The department also works to prepare and facilitate a number of earmarked, donor specific audits, as per donor agreements.

### **7.2 Operations Department**

The current restructuring - which has resulted from an operational programmatic downsize – has called for a significant reduction in the number of staff from 204 (in 2014) to 123 (in 2015). The reduction in staff is due largely to the decline in funding from NCA strategic donors which also resulted in scaling down programme activities and eventual withdrawal of DP from both East Darfur and closure of the Garsila office. Structurally, the Program Director position was enmeshed to the Programme Manager (PM) title, while the Head of Programmes and the Head of Operations were eliminated. This was done under the assumption that the PM was able to handle both the programme and operational elements, in tandem.

NCA has decided to transfer five programme and support staff from what was once the Garsila office to Zalingi and Nyala, while the employment contract of 12 staff had to be terminated, as per the labour laws of Sudan. Similarly, the number of international staff in the DP has been further reduced from



nine as of May, 2015 to 5 in 2016. The termination of three expatriate staff, in 2015, was due to government policy which imposed a level of minimum workload on national staff so it has negatively impacted quality of the programs. The operations team is working from Nyala because of the existing internet structure and the major coordination role for all Darfur locations.

The DP will continue working in Central and South Darfur States based on the 2015- 2019 Strategic Plan. Mubadiroon will be the frontline implementer for treatment of the community based acute malnutrition (CMAM) and livelihood programs. The DP directly implements the EPR and WASH although there is good collaboration with CBOs and community volunteers in ER supply distribution and taking care of the WASH facilities in Central Darfur. Likewise, implementing partner, ERRADA, will ensure timely and appropriate implementation.

### 7.3 Human Resources

There is dramatic decline in the number of staffs in the field offices of the Darfur program for the past four years exacerbated by the decline in funding from donor sources. The continuous reductions funding from donors has impacted the organizational structure and the staffing including the international and national staffs. The overall restructuring and staffing, process has led to closure of Garsilla field Office in Zalingie with termination of majorities of the employees. The present staffs' number, as of October, 2015 is 123 as it is disaggregated by gender and program/support in the table below. The following table shows the number of national staff by location since January 2014 to date:

**Table: Number of Staff as of October 2015**

Location	Number of Staff		Number of Staff		Total
	M	F	P	S	
<b>Nyala</b>	36	8	5	39	<b>44</b>
<b>Zalingei</b>	60	10	38	32	<b>70</b>
<b>Bilel</b>	8	1	9	0	<b>9</b>
<b>Total</b>	<b>104</b>	<b>19</b>	<b>52</b>	<b>71</b>	<b>123</b>

**\* M: Male; F: Female P: Program S: Support**

#### 7.3.1 Logistics Department

The DP has decentralized its logistical functions among the field offices in Nyala and Zalingei. The logistics team will continue to assess availability, quantity, and affordability of goods and services as well as support in the expedition of goods throughout the procurement process. The DP will conduct the procurement of items including: construction materials, adaptable improved seeds and other necessary small ruminants so that they can be delivered within the vicinity of IDP camps or near the villages where the programme is implemented. Such an approach has a number of major advantages, including: sourcing materials within a reasonable price, reducing transportation costs and promoting the timely availability of materials. Additionally, local procurements can be used to enhance the communities' local economy providing a distinct advantage to the improvement of livelihoods, in target communities. Logistics from Nyala will focus their efforts on goods and services which are not available at the local level.

Additional actions were taken on the parking of heavy trucks due to the high running costs. It was decided to transfer them to local stakeholders in order to support the past and future development of the programme.

It is additionally worth noting that due to the volatile security situation and efforts to minimize the risk of carjacking, the DP has already parked its 4WD vehicles and has opted to use rented vehicles for necessary field work. In 2015, the DP opted to downsize its programmes and staffing in the Garsilla office, as previously mentioned. This also promoted the need to redistribute the fixed assets (vehicles,

motor bikes, computers, office furniture, etc.) to other local institutions, partners and to the Zalingei office. The DP will continue assessing conditions of the stocked assets and will use them as part of the development supplies for the next planning year. The logistics unit will do assessments of suppliers, market prices, quality, and means of transportation; expedition of procurement procedures either in bulk or in phases will be done in accordance to the availability of the supplies and budgets.

Fuel shortages have continued to plague both Nyala and Zalingei due largely to the irregularity of delivery truck movements to the target areas. The fuel shortage has been one of the causes for skyrocketing price of goods, rented vehicles and trucks to transport people and programme supplies to project sites.

### 7.3.2 Health and Safety

The DP follows what are called Crisis Management Guidelines in an effort to help staff and visitors to understand NCA's ways of adequately responding to and managing crises. This tool will continue to help mitigate the impact of potential incidents and is regarded as fundamental towards the risk management system. Over the years, the DP has been able to establish teams which hold specific responsibilities specific to the guidelines whereby authorities are delegated where necessary. All staff have a responsibility for their own security and are encouraged to support the overall security of their team. In addition to this, NCA continues to be a key player within inter-agency meetings and play a supporting role, in security management. The involvement in this forum and other agencies strengthens information sharing to help with security management. NCA also actively monitors the security situation in the project area using its standard operation procedures (SOPs).

The security situation in most parts of Darfur remains unpredictable though UNDSS reports from 2015 indicated reduced incidences of carjacking and abductions. However, a number of targeted attacks were made on a number of vehicles including: rentals, NGOs, UNAMID, civilian and commercial, as well as on specific individual and humanitarian agencies. The daily and weekly situational reports indicated a repeated number of incidences such as: robberies, looting, attacks towards IDPs and local residents, gender targeted violence and burglary of offices and homes.

The looting of WASH infrastructures and health supplies, which took place in IDP camps, in 2014 added costs to do maintenance of the looted and dismantled fencing materials, doors, windows, the solar pumping systems, generators, solar pans and pipes in the IDP and rural camps during 2015. However, it is with this in mind that the NCA Sudan DP can claim that the number of critical instances on NCA staff or property – throughout 2015 – were nominal.

Four NCA staffs were able to attend the HSO training which was facilitated by UNAMID, in Nyala, in August 2015. The DP was also able to update its SMP, including the contingency and evacuation plans this past June. These plans took into consideration the results and recommendations of the NCA audit which was conducted in 2014 so to ensure security guidelines and SOPs were well understood and being followed by all staff, partners and visitors.

All offices and guesthouses have significant safety measures in place. Security measures including: the use of guards, door locks, door barricades, first aid kits and fire alarms – to name a few - are in place. Security briefings are mandatory for all visitors and staff coming to either Nyala or Zalingi field offices. Communication equipment (motorola radio handset) are routinely provided to staff and visitors when they move to operation sites. This includes the need to incorporate daily radio checks in all field locations, as a part of daily work life. Visitors to the project sites are provided with a Sudanese phone which includes pertinent emergency contact numbers and loaded airtime. Regular security alerts about security incidences and any additional precautionary measures are communicated to all staff by email and text message to reduce vulnerability to risks.

### 7.3.3 Information Technology

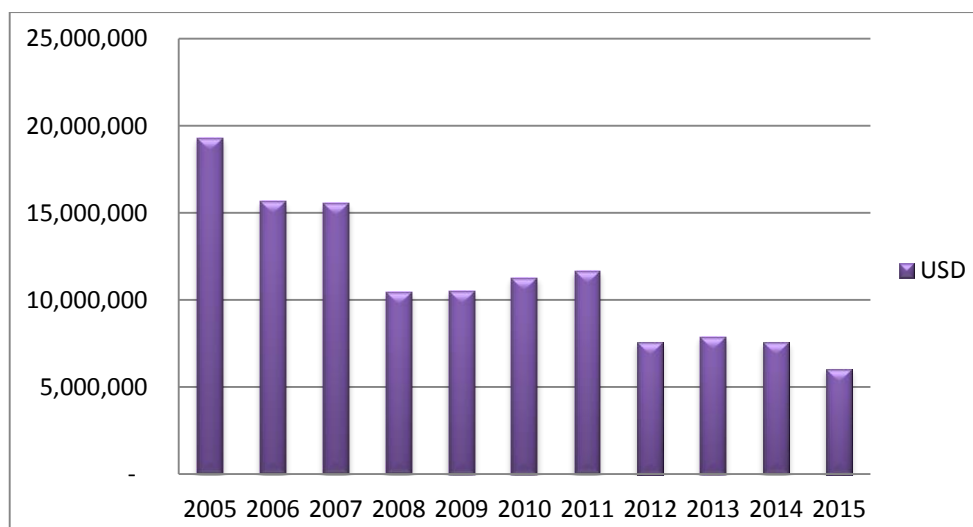
In 2014, the internet for the Nyala office was dramatically improved through the support of fiber installations by the internet provider. The same process happened in Zalingei, in 2015. Garsila's V-SAT internet was relocated to Zalingei in an effort to alleviate the previous internet connectivity challenges. After reviewing the internet accessibility for the DP, by Head Office, in Oslo, it was decided to install Maconomy (NCA finance system), in key DP offices. In general, the IT unit, in Khartoum, is supporting the whole DP team through system administration, software follow up, up-keep of databases, handling of minor maintenance and ensuring that the management information system (MIS) is protected.

## 7.4 Donor Liaison and Communications

NCA, like the various other INGOs working in the Sudanese context, have been experiencing the same shortage of funding for programmes. At a time where a number of 'fresher' emergencies such as Syria, Nepal and South Sudan have come to fruition, the relevance of the protracted Darfur crisis has fallen to the wayside and out of a number of donors' line of vision. During the year, the DP had to work with a greatly reduced budget. This also meant the closure of the Garsila office, Central Darfur, in September 2015 in order to reduce administrative costs and put limited funds towards beneficiaries. Activities will continue in the area; however, they will be carried out through the NCA Zalingei office.

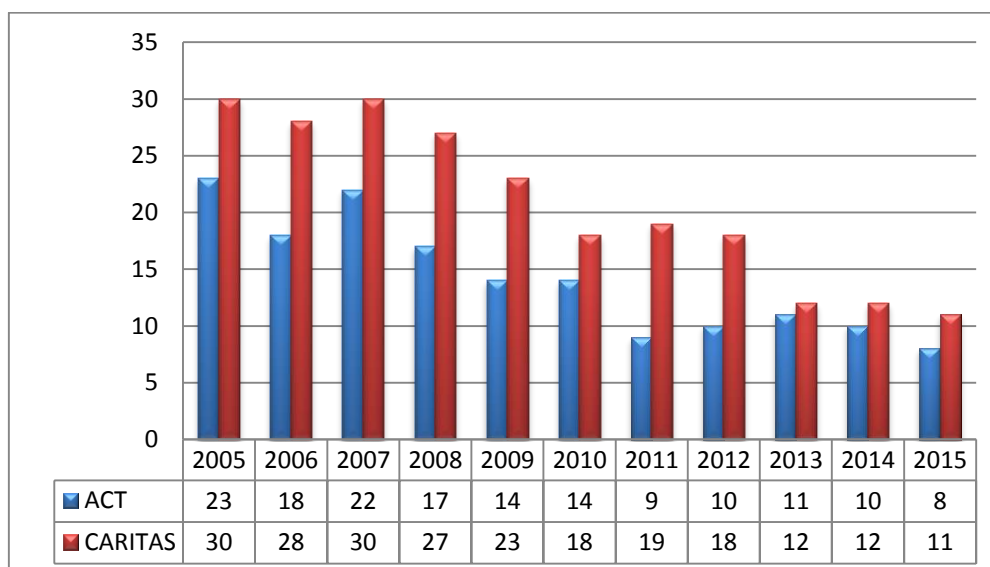
Since the budget revision which occurred in 2014, the DP has tried to maintain its momentum with a \$6.8 million USD budget. 2015 brought additional challenges in this regard however, and the programme again, faced challenges related to full funding. The same can be said regarding the level of cash flow coming into the DP, throughout the year. While this seems to be the new reality of the DP, it will prove to be problematic for the years ahead despite the understanding that a protracted emergency of this kind, after more than 10 years, would certainly see a decrease in funding. Of course the Darfur team is incredibly grateful to the continued support and generosity of its CI and ACT Alliance donors. Without such support, the DP would not be able to provide the necessary lifesaving projects and activities pertinent to seeing tangible and lifesaving change.

**Table: Funding levels for the DP over 10 years until October 2015**



In 2015, the total number of ACT and CI donors was 22 (see table below). Despite having lost another couple more of our donor partners, we are very fortunate to welcome back those donor partners who have been able to continue to support the DP – both past and present.

**Table: Number of ACT and Caritas donor partners supporting the DP over the last 10 years**



What originally came to fruition in 2014 from the NCA Oslo TV campaign has been put into action with a five year WASH plan for both the DP and South Kordofan. Funds from this campaign have been integrated into a WASH strategy which, in order to provide lifesaving support to the most vulnerable of populations which is both viable and sustainable, funds have been divided up for three years. However, due to the additional strain on the Norwegian Kroner (NOK), these funds too, have been diminished, in line with current FX rates.

Despite seeing a very visible decline in funding opportunities throughout 2015, NCA was able to secure CHF funding for WASH, health and nutrition and EPRU funding to support programmatic activities. While it is still to be determined as to whether or not additional funds will become available through a second round of CHF, the programme however is trying to stay optimistic, especially due to the fact that last year the DP was able to receive CERF funding through UNICEF for WASH and nutrition and CHF Emergency Reserve funds for WASH activities. Lines of communication continue to be open and honest within the donor and regional UN offices for potential funding opportunities down the line.

The donor meeting in Rome, November 2015, will dictate the future level of participation for the year ahead. An opportunity to visit activities inclusive to the DP was made available for the 2016 year. Due largely to foreseen plans in 2015, only one donor visit was facilitated for a number of CI and ACT Alliance agency representatives in June 2015. This gave participants the opportunity to visit both Nyala and Zalingei; witnessing first hand a number of the positive and tangible programmatic change. They had the chance to connect with field staff and learn about challenges, hopes and plans for the future of the DP. Participating donors provided an excellent follow up report offering support and advice for the future of the programme.

An additional visit was made to the NCA Sudan offices whereby NCA Oslo Director for Department of International Programmes, Eivind Aalborg, visited both the Khartoum and DP offices to introduce himself to the programme and witness first hand the hard work that was being done.

The donor partner meeting that was postponed from October 2015 to November 2015 and was held in Rome. While the initial plan was to have the meeting in October, even fewer donors were available to represent at this meeting, including Caritas Spain and Caritas Italy. While there are many reasons as to why participation is anticipated to be lower than previous years, the fact that the meeting itself is only one day in length may be a determining factor, especially to those coming from afar. It is with

this in mind that the DP hoped to continue to receive advice and requests from all donor partners in the weeks leading up to the November meeting.

Looking forward, it is hoped that in 2016, the DP will work hard to focus on continuing to support partners in their own capabilities to mobilize resources. In August 2015 a workshop was hosted by NCA, in Nyala, to build the capacity of partners in this regard. 15 partners staff (CDF, DPI, ERRADA and Mubadiroon), including their board members and five NCA DP staff participated in a resource mobilization and strategic planning workshop which was facilitated by the ODCB manager. The workshop covered a number of topics including: resource mobilization frameworks and mechanisms, how to develop a strategic plan through solid research on available resources and how to eventually develop the concept note(s) and proposal(s). As a result from this workshop, DPI, one of the contracted partners, was able to develop and share their strategic plan with the ODCB Manager for editing and eventual follow up. The vision of this training was plentiful: proposal support and reporting, through collaboration with the ODCB unit and assuring alignment with the Sudanization process.

While support and capacity building activities continue in Sudan, it must still be recognized that the country – as a whole – has managed to receive a hefty sum of foreign aid assistance to ensure that such activities can continue and provide tangible results. It is with this in mind however that it becomes clear that the dollar sign in front of the support has decreased exponentially making it impossible to continue as was done so for a number of years. It is estimated that there are now over 2.5 million people in need of humanitarian support and assistance throughout the country; a number which will only continue to climb in the years to come; thus, it is important to enshrine and shed light on the situation and context of Sudan to international audiences which keep the humanitarian sector relevant and effective. Through CSA meetings and donor visits/meetings, it is clear that this is exactly what the DP is attempting to do; share information, promote understanding and communication as well as maintain Sudan – specifically that of Darfur – on the radar of those interested and willing to support.

## **7.5 In Country Coordination**

### **7.5.1 The Khartoum Office**

The roles and responsibilities of the NCA Khartoum office have not changed. Its efforts are still put towards collaboratively supporting the NCA component of the DP, including: most travel arrangements (domestic and international) and the handling of application for visas, permits and other such paperwork for staff and visitors to the programme.

The role of the logistics unit in Khartoum has been informed through previous lessons learned and experiences in order to ensure that the procurement of necessary goods and services become available for the DP, where necessary. While – as mentioned – the DP has learned a number of lessons on the necessary processes and procedures, they have been able to successfully build out an effective and efficient procurement system; including a database of reputable pre-selected suppliers. While often times goods and services can be found within the local market, it has been good practice to maintain relevant databases for instances challenging this system. Additional support however can be found through NCA Oslo should a situation arise necessitating additional procurement services. Should the need for additional procurement services come to fruition, there are two points of entry for imported goods: Port Sudan or Khartoum International Airport; the logistics office organized tax exemptions, ensures further clearance and facilitates the onward transport to offices in Darfur.

### **7.5.2 The Nyala Office**

The work stemming from the Nyala office is a lot of coordination with various other agencies and actors within the humanitarian context. Relevant staff participate in a number of various meetings

including that of: HAC, cluster, inter-agency and OCHA. Participation in these meetings and events ensures that NCA is an active, visible and relevant agency in the area. Additionally, NCA encourages its national partners to actively participate in these meetings when it is necessary to do so. This not only supports the Sudanization process but also ensures that relationships with ministries and other government counterparts stay intact and that all relevant actors are included in decision making processes.

NCA senior management meetings continue to happen on a bi-weekly basis which include the: Darfur Director and Head of the following units: finance, programmes and operations. Additional meetings with the Darfur Director and partner offices have continued status quo to ensure seamless programming.

## Budget Summary

	BUDGET HEADINGS DESCRIPTION	Total budget 2016	Total Distribution to Earmarked Projects	To be covered by non earmarked funds
		USD	USD	USD
	Secured or unsecured funding			
	<b>PROGRAM BUDGET - DARFUR</b>			
	HEALTH	289,413	30,095	259,318
	NUTRITION	510,325	448,581	61,744
	WASH	1,476,147	924,380	551,767
	EPRU	207,362	144,208	63,154
	LIVELIHOOD	622,243	389,864	232,379
	EDUCATION	150,151	-	150,151
	PROGRAM SUPPORT - M&E	59,200	-	59,200
	ODCB	193,323	-	193,323
<b>A</b>	<b>TOTAL PROGRAMME COST</b>	<b>3,508,164</b>	<b>1,937,128</b>	<b>1,571,036</b>
	SUPPORT COST	1,298,399	321,257	977,142
	ERRADA NYALA SUPPORT	105,838	-	105,838
	KHARTOUM OFFICE SUPPORT	156,250	-	156,250
<b>B</b>	<b>TOTAL SUPPORT COST</b>	<b>1,560,487</b>	<b>321,257</b>	<b>1,239,230</b>
<b>C</b>	<b>TOTAL DIRECT COSTS (A+B)</b>	<b>5,068,651</b>	<b>2,258,385</b>	<b>2,810,266</b>
	NETWORK COSTS	202,746	-	202,746
	PARTNER COSTS	18,382	-	18,382
<b>D</b>	<b>TOTAL INDIRECT COSTS</b>	<b>221,128</b>	<b>-</b>	<b>221,128</b>
	<b>TOTAL BUDGET 2016</b>	<b>5,289,779</b>	<b>2,258,385</b>	<b>3,031,394</b>

## Annex 1: Details of Programme Achievements in 2015

In 2015, the DP's ultimate outcome remained the same: ensuring that; *"vulnerable households in Darfur have secure and dignified lives."* The DP targeted to reach approximately 580,000 individuals by the end of 2016; a majority of them being IDPs, host communities and pastoralists, in- and in communities surrounding - camps in the two target states. By the end of Q3, the DP had managed to reach a duplicated total of 509,283 people; (57%) female with humanitarian assistance, in Central and South Darfur. This represents 88% of the revised annual projected programme target for the year and with only three months remaining. The DP continued to deliver humanitarian assistance to five key sectors including: WASH, H&N, emergency preparedness and response (NFIs), livelihoods and education.

The slowly declining funding portfolio affected the planned activities across all of the sectors, throughout the year. It is pertinent to note that the declining trend of funding commitments continues to pose significant threats to the overall achievement of the DP's goal. Declining funding trends are in contrast with the increasing new displacements occurring across Darfur. Increases in populations have put considerable pressure onto existing resources, resulting in a decline in some key indicators.

Despite some challenges however, there are a number of achievements come the end of Q3, which include: increased availability of SMOH seconded H&N technical staff s facilities based on frontline supporting service delivery, technical support and advisory from NCA qualified H&N unit ensuring steady supply of uninterrupted essential drugs and medicines. In line with the annual targets, by the end of August, the H&N sector had registered 62.6% in curative consultation, 76% of malnutrition treatment for children and PLW, 66% capacity building of SMOH staff through training those who play an active role in the delivery of H&N services at various facilities and 75% capacity building of selected community own resource persons whom are actively participating in the various programme activities. Key malnutrition programme performance target indicators recorded success in treatment of targeted moderate acute malnutrition as: cure rate - 84.0%; defaulter rate - 7.4%; and death rate - 0. The targeted outpatient treatment of severe acute malnutrition was: cure rate - 80.6%; defaulter rate – 6; and death rate – 0, which remained within acceptable severe emergency thresholds.

The EPRU contributed significantly towards the alleviation of human suffering for families affected by protracted conflict as well as natural disasters. A total of 26 distributions of ES/NFIs reaching 6,959HHs (34,795 individuals 20,877F, 13,918M) were completed in 2015, in supporting those: newly displaced people, households affected by new emergencies (fire, flood, etc.) and the most vulnerable groups. Seven programme and partner staff received varied training covering topics from DRR to that of governance. Also, 493 Disaster Risk Committees (DRC) members (296 men and 197 women) from IDP communities were trained on DRR, SPHERE Standards, environmental management, HIV/AIDS and early warning situational assessments.

In the livelihood program, by the end of Q3, around 8,365 beneficiaries (50% female) were reached through the Taadoud livelihood and resilience project, in both Central Darfur (7340 HHs) and South Darfur (1,045HHs) with agricultural inputs, services and other livelihood support. In the same line it is good to note that an additional 73 community workers were able to receive ToT on improved agricultural production techniques which includes: seed quality, crop density, crop rotation, minimum tillage, integrated pest management and soil and water conservation. Moreover, the CAWs were able to cascade the outcomes from this training to 730 lead farmers (LFs) through establishing 730 demonstration plots to serve as learning centres for IDPs and rural communities. A total of 65 CAHWs were trained and provided with veterinary kits and a start-up grants for a revolving fund. Likewise, 45 youth members were trained on vocational skills including auto mechanic and mobile phone maintenance. A total of 183 of SILC groups were formed to enable poor women to have their own saving and revolving loan systems. The livelihood sector assisted the community level DRR committees to develop 58 community disaster preparedness plans (CDPPs).



The WASH programme has continued efforts to improve communities' access to clean water, sanitation and hygiene in South and Central Darfur. During 2015, the DP was able to reach 268,677 beneficiaries (54% female) through various WASH interventions. Sustained and increased access to safe drinking water, in the amount of 15L per capita was recorded in target IDP camps in South and Central Darfur, as per the April 2015 KAP survey. Water quality and accessibility by target beneficiaries have maintained turbidity levels of <5NTU, faecal coli-form count of <10 per 100ml and residual chlorine of between 0.2 – 0.5mg/l. To this, the sector was able to drill 15 new boreholes in Garsilla, Zalingi and Billel; rehabilitation to 90 hand pumps and construction of 10 hand dug wells in operation sites have been achieved. Based on this knowledge and findings from the KAP survey, results have shown that 90% of the target populations have been using latrines; and 86% also actively practice improved hygiene actions. Pump mechanics have repaired 90% of hand pumps without technical support from NCA and 18 key motorized water systems were operational throughout the year; nine of which were operated by the community water management committees.

ODCB continued to implement in accordance to the three operational pillars: 1. partner capacity building; 2) accelerated staff capacity development; and 3) staff development. These three pillars shape the DP capacity plans and performance improvements; they are additionally geared towards supporting the realization of the government's Sudanization policy. Thus far, 95 NCA staff (90 men and 5 women) as well as 30 partners' staff (27 men and 3 women) have participated in various capacity building events.

## Annex 2: The CSA

**The role of the ACT/Caritas Compliance, Support and Advisory (CSA) has not changed and includes:**

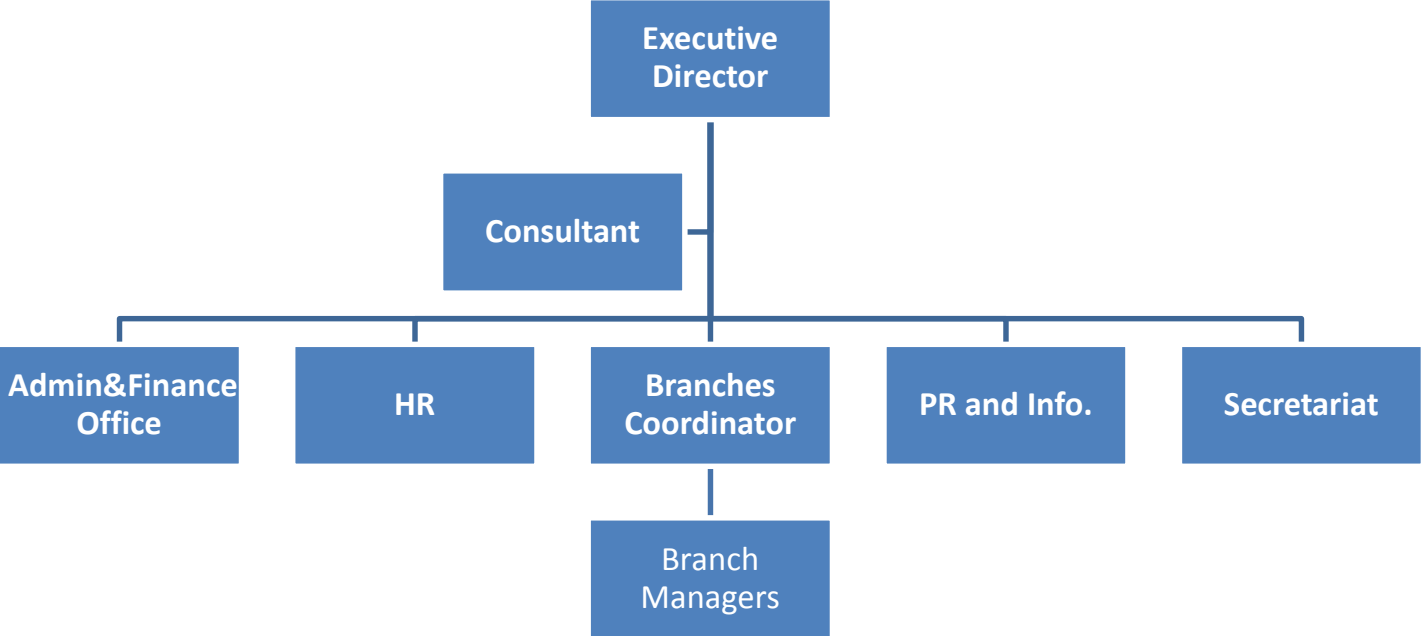
1. Setting strategic parameters for the DP
2. Approving substantive changes to the budget and geographic areas covered by the Programme
3. Approving funding appeals and annual reports
4. Maintaining standards of partnership and the quality of relationships between operational partners, particularly ACT and Caritas members who are strategic partners
5. Ensuring close liaison with, and representation of, ACT and Caritas partners, and maintaining close partner relationships
6. Ensuring adequate accountability and transparency
7. Ensuring due diligence through satisfactory completion of audits and reviewing strategic performance indicators
8. Ensuring that adequate security management and staff care systems are in place
9. Reviewing and ensuring policy compliance and providing guidance on such compliance
10. Arbitration between core partners (if necessary)
11. Ensuring corporate risks to the two networks are minimised
12. Setting the criteria and process for approving new partners to the DP
13. Approving new core partners
14. Ensuring that new Programme Support Partners have been adequately assessed

**The role of the CSA Support Group is:**

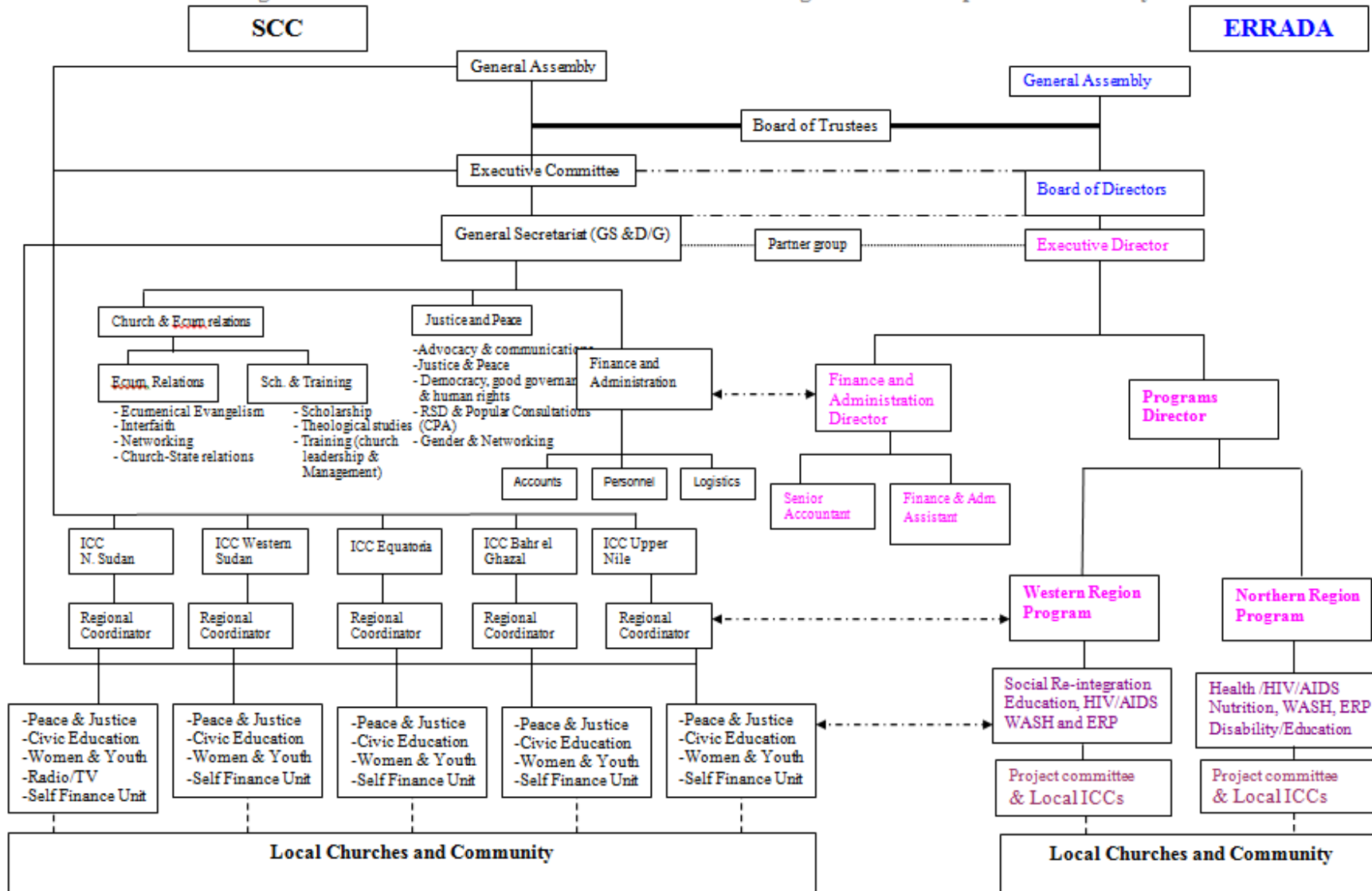
1. To advise and support the Director in his/her relationship with the CSA with the objective of maintaining a clear separation between management and governance issues
2. Advise and support the Darfur Director regarding issues that should be brought to the attention of the CSA, how they should be presented, and propose the agenda for the CSA meetings
3. Support the Darfur Director in developing and regularly presenting to the CSA indicators of strategic performance and management performance tools
4. Support the Darfur Director in ensuring that governance decisions and advice are implemented and incorporated into the DP
5. Support the Darfur Director and the DP in the process of preparing the Annual Appeal
6. Support the Darfur Director in undertaking learning review/s drawing from the Annual Report for presentation to the CSA
7. On the basis of the learning reviews, provide guidance for the Darfur Director in issues and points to be addressed in preparing the subsequent Annual Appeal and plans
8. Assist the Darfur Director by providing technical backstopping to the DP and the identification and provision of technical specialists
9. Advise and support the Darfur Director in assessing new Programme Support Partners

**Annex 3: Organograms**

**Mubadiroon**



Organizational Structures of SCC and ERRADA showing the relationship and Connectivity



#### Annex 4: Primary Risks and Assumptions 2016

Risk	Potential Impact	Assumption	Mitigation	Comment
Continued conflict between GoS and opposition parties; intertribal conflict and population movement	<ul style="list-style-type: none"> <li>- Conflict will result in new displacements leading to a higher caseload in target areas; and</li> <li>- With increased conflict, project staff would have limited access to project sites due to insecurity and movement restrictions of both personnel and goods.</li> </ul>	There will be a continuous strong security information sharing network with NCA and other agencies and partners.	<ul style="list-style-type: none"> <li>- Working through national partners with field based staff who know the security and socio-political context of the areas; and</li> <li>- Maintain strong network with UN agencies, UNAMID, INGOs and other partners to get security situation updates and develop internal contingency plan to reduce exposure to risks.</li> </ul>	The security situation is still fluid and unpredictable.
Growing interest of the GoS for withdrawal of UNAMID from Darfur before the end of the agreed extension	Evacuation of humanitarian aid organizations from Darfur to KRT or elsewhere if there is civil strife.	UN will continue negotiations with GoS to retain the peace keeping force.	<ul style="list-style-type: none"> <li>- DP will continue monitoring the operational context with UNDSS and other agencies; updates will be made to SMP and contingency plans; and</li> <li>-Empowering local partners to fill in potential gaps in implementation.</li> </ul>	NCA shall provide updates to staff and visitors to keep them abreast of changing circumstances.
Targeting of international aid workers by kidnapers	Foreign staff can no longer be located in Darfur.	The security situation will remain calm especially in Nyala and measures will be put in place by the government to deter criminality.	The DP will maintain and review SOPs as being sufficient to reduce risks to staff.	NA
GoS decides to accelerate Sudanization plans in 2016	INGOs unable to implement any activities directly and the number of international staff is reduced.	Nationalization and succession plans are developed on a realistic basis not negatively affecting	Continue assessing capacity gaps of partners and NCA national staff; building technical and management capacity to ensure effective and efficient program management	NA

		programme implementation.		
Reduced funding to the 2016 appeal compared to the previous years	<ul style="list-style-type: none"> <li>- Reductions in number of international staff; scaling down the type and size of projects/activities</li> <li>- Scaling down the geographic areas as was the case in 2015 (Garsila and East Darfur).</li> </ul>	-NCA enhances community and partners' participation to raise their contributions and ensure future ownership.	<ul style="list-style-type: none"> <li>- Continue the accelerated staff capacity building to ensure capacity of implementing partners; succession planning;</li> <li>- Devise cost effective strategies and approaches in the planning and implementation process; and</li> <li>- DP uses the integrated programming approach to enhance efficiency and sustainability.</li> </ul>	There is serious decline of funding while the humanitarian needs are still increasing.
Sustainability of the handed over projects (WASH, health, etc) is under question	- The communities may not be able to receive adequate services from the handed over facilities if the committees are not empowered to manage them.	DP continues building capacity of communities, partners and local stakeholders.	CBOs, partners and care groups will be trained, provided with kits, startup drugs and facilities to manage the social services.	There is follow up on the past evaluation findings and implementation progress is being made towards these recommendations.
Growing dependency of IDPs and rural communities on INGOs	<ul style="list-style-type: none"> <li>-Compromises efficiency and effectiveness of the DP; and</li> <li>- Communities will remain as passive recipients instead of trying to establish their own livelihoods.</li> </ul>	The communities are willing to resort from relief assistance to support their livelihood through development	<ul style="list-style-type: none"> <li>- DP will establish/strengthen inputs within a revolving loan scheme; and</li> <li>-Strengthen communities' saving and group loan schemes to purchase inputs.</li> </ul>	DP has started the integrated programming approach in order to capacitate communities as drivers of change.
Limitations of the sector based programming approach	Reduced synergy, efficiency and effectiveness of sector results (nutrition, livelihoods, WASH and EPRU)	Staff and partners are willing to follow the integrated programming approach.	<ul style="list-style-type: none"> <li>- Partners need to ensure that DP activities complement their strategic goal and objectives; and</li> <li>- DP sectors discuss and agree upon the projects' contribution to the overall goal.</li> </ul>	There will be a leaning event to reflect on programme-wide integration.