

## Country Programme Plan Sudan

### I. ANALYSIS

#### 1.0 Country Context Analysis

##### Statistics:

Population	36,233,000 <sup>1</sup>
Child mortality rate Infants (Per 1000 live births)	62 <sup>2</sup>
School Enrolment Primary (Gross %)	60.4% <sup>3</sup>
Ratio of Girls to boys in primary and secondary education	89% <sup>4</sup>
% of population using improved drinking water sources, (2004), urban	78% <sup>5</sup>
% of population using improved drinking water sources, (2004), rural	64% <sup>6</sup>
Income per capita	\$650 <sup>7</sup>
1983-2005 South Sudan - Deaths	Circa two million <sup>8</sup>
1983-Jan 2005 South Sudan - Displaced	Circa four million <sup>9</sup>
2003-2007 Darfur - Deaths	Circa two hundred thousand <sup>10</sup>
2003-2007 Darfur - Displacement	Circa two million <sup>11</sup>

#### 1.1 Brief overview

By area Sudan is Africa's largest country, comparable in size to Western Europe. But it is divided, tribally, religiously, culturally and politically. With a population of about 37 million, the country has approximately 587 tribes, speaking more than 150 different languages, although Arabic is the main common language. There is a long history, supported by periods of occupation by colonial powers (England / Egypt and the Ottoman Empire), of the "Arabic" and Muslim North suppressing and exploiting the "African" and Christian / Animist South. Sudan has experienced civil war between the government in Khartoum and the Sudan Peoples Liberation Movement (SPLM), for more than two decades. The war ended in January 2005 with signing of the Comprehensive Peace Agreement (CPA). Another conflict in Darfur, ongoing since 2003, is still continuing and at present escalating. There have also been uprisings and unrest in the Eastern regions, as well as in the North. Two peace agreements were signed in 2006, for Darfur (DPA), and the East (ESPA). Neither of these has been fully implemented. Full implementation of the CPA is also behind schedule due to several important issues not

<sup>1</sup> Source World Bank Sudan Data Profile 2005:

<http://devdata.worldbank.org/external/CPProfile.asp?CCODE=SDN&PTYPE=CP>

<sup>2</sup> See above World Bank Sudan Data Profile 2005

<sup>3</sup> See above World Bank Sudan Data Profile 2005

<sup>4</sup> See above World Bank Sudan Data Profile 2005

<sup>5</sup> UNICEF 2004: [http://www.unicef.org/infobycountry/sudan\\_statistics.html](http://www.unicef.org/infobycountry/sudan_statistics.html)

<sup>6</sup> See above UNICEF 2004.

<sup>7</sup> <http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/SUDANEXTN/0,,menuPK:375432~pagePK:141132~piPK:141107~theSitePK:375422,00.html>

<sup>8</sup> International Crisis Group: <http://www.crisisgroup.org/home/index.cfm?id=1230&l=1>

<sup>9</sup> See above International Crisis Group

<sup>10</sup> See above International Crisis Group;

**Note:** Darfur Morbidity Statistics accuracy subject to controversy; see also report of US Government accountability Office (GAO): GAO-07-24 'Darfur Crisis: Death Estimates Demonstrate Severity of Crisis, but Their Accuracy and Credibility Could Be Enhanced' released on December 11, 2006.

<sup>11</sup> See above International Crisis Group

having been resolved. This situation is creating a general sense of looming disaster. The Government of National Unity (GoNU), established in 2005 by the ruling NCP and the SPLM and a few other parties, have shown clear signs of deep rifts, openly expressed on several major issues. In the South, the SPLM and some smaller parties have formed the Government of South Sudan (GoSS). To date this government has shown little ability to be able to cope with all the challenges facing that part of the country after two decades of civil war.

Elections have been agreed for 2009, and a referendum on the status of South Sudan has been set for 2011. There are major concerns related to these elections, both as to whether they will take place, and the consequences of the results. No single party seems to have a chance of winning the majority, neither in the North nor in the South, and all current indications are that the South will vote for cessation. This will bring unsolved land issues, oil-rights and other vital issues that are unsolved in the CPA to the forefront of attention, something which is likely to trigger new violence. There are 3 disputed areas, Blue Nile, Nuba Mountains and Abyei (special provisions included in the CPA). The people of these areas will decide if they want to belong to the North or the South through referendums after 2011. This is another potential source for violent conflict in the future.

For NCA it is important to analyse the situation in Sudan through the perspective of human dignity for the country's most vulnerable citizens with regard to participation, equity and protection. As described in this chapter, there are conflicts at various levels of the society. The underlying reason for a number of these conflicts is lack of participation and equity in the society. The consequence of the conflicts is of course the need for protection, see below under chapter 1.2 – 1.4 on participation, equity and protection. Sudan has the highest number of internally displaced persons (IDPs) in the world, both in numbers, and in relative proportion of the population. A large number of these IDPs lack the necessary protection, and are living on the edge of the society, not least in the IDP camps around Khartoum.

## **1.2 Participation**

The Sudanese constitution guarantees people freedom of assembly, religion and expression. Despite this, the right to express views or demonstrate is often denied, or clamped down upon. The media is increasingly outspoken, but certain issues, such as the protection of rights, the use of rape as a weapon of war in Darfur and others, are not tolerated. Occasionally newspapers are closed down for shorter or longer periods and editors arrested, or even killed. Concerning religion, the freedom to worship generally accepted, even in practice.

Today there are conflicts on many levels, politically as well as tribally, in particular over resources, access to land, pastures and water, but also concerning the political and economical sharing of power. Political elites, particularly in the North, but also in the South, are utilising traditional, tribal conflicts and ethnic diversity, using "divide and rule" techniques, to strengthen their position and weaken the opposition, thus fuelling local conflicts. The forceful introduction in the 1980s of the Muslim Sharia legislation in the whole country, not only in majority Muslim areas, created tensions with Christians, as well as with a large part of the Muslim population.

On the political level, there is very little possibility for inclusive participation for common people in decision making processes, as there are no proper democratic systems in place, neither in the North nor in the South. In areas, such as the Nuba Mountains, Abyei and Blue Nile, there is a serious lack of trust, which hinders general participation in decision making processes.

For national or international NGOs and other Civil Society Organizations (CSOs), participation, particularly in the North, is difficult. A new NGO legislation sets strict limits on their work. There is a fear that similar legislation will be approved in the South. Currently in many areas in the South, chiefs, tribal leaders and NGOs are invited for discussions and included in planning and decision making processes by local government authorities. For political processes in the South the SPLM has developed congresses and other fora on state and national levels.

Women are generally not well included in discussions and decision making processes. Customary laws and traditions are a serious barrier to participation, particularly for women. The participation of women in decision making processes needs to be advocated for and strengthened. This is not only a question of representation, but also of empowerment of women, through capacity and competence building, encouragement and other ways.

Among the youth there is increased awareness of political issues. Networks have been established amongst students and other youth groups that are claiming more participation in political processes, both in the North and the South.

### 1.3 Equity

The main root cause of the conflicts is the political and economic marginalization of the majority of the population. A small group, representing a minority of the population took power by military coup in 1989 and holds all political and economical power, to a large extent through force, and use of the national security and military apparatus. The many serious regional conflicts in Sudan seem to reflect a regime that totally lacks a social agenda for the population. Instead their agenda includes forced islamization, and arabization, and securing their own power. These agendas were for the most part inherited from previous Sudanese regimes, which took power in 1969 and 1986 respectively.

Economic growth in Sudan (Real GDP Growth)<sup>12</sup> grew from 6,1 % in 2002 to 9,6 % in 2006. However this growth benefited few others than the ruling regime and its limited number of supporters, and was basically limited to Khartoum. Other areas are feeling increasingly marginalized.

The Sudanese oil industry is growing rapidly, and according to the Economist Intelligence Unit (March 2007) earnings are expected to rise by 15% in 2007. This could contribute to the potential development of the country. Traditionally Sudan has also had other export industries, agriculture, for example, contributed 35% of GDP in 2005<sup>13</sup>. But to a large extent the country is dependent on imports, including of food for the majority of the population. To support the prices of imported goods, and keep the inflation rate down, Sudan has kept the national currency very strong. This may have negative effects on the traditional export industries. As it is rural populations that are dependent on these industries, this could become another source of conflict, further marginalizing rural populations.

The opposition has often been suppressed, by violent means, and as the example from the second civil war (1983-2005) typifies, millions have been killed throughout the history of independent Sudan. Approximately 28 %<sup>14</sup> of central government expenditure was allocated to defence in the period 1994- 2004 according to UNICEF statistics, though whether this includes ministry of interior funding for other security forces involved is unclear. The agreements between the GoSS, the GONU and the international community

<sup>12</sup> Country Report March 2007, Economist Intelligence Unit

<sup>13</sup> See above, Economist Intelligence Unit

<sup>14</sup> [http://www.unicef.org/infobycountry/sudan\\_statistics.html#28](http://www.unicef.org/infobycountry/sudan_statistics.html#28)

concerning the establishment of the Multi Donor Trust Fund (MDTF) offer the potential of pro poor policies and actions that should benefit the poor and marginalised. However these are still not implemented and need close monitoring by civil society.

Corruption on all levels of power creates further inequity in many areas and contributes to the social exclusion of the marginalised.

There are equity deficits, in particular concerning women, and their ability to participate in decision making. Girls' and women's access to education has traditionally been low in Sudan: but there are also inequities based on tribal connections, religious and ethnic affiliations, between residents and displaced people etc, not least in the economic sphere. Polygamy is common in all parts of the country.

In the urban areas however, there are signs that things are improving. There are now several women in ministerial and state ministerial positions in both GoNU and GoSS and a reasonable percentage of women in the National Assemblies. In Khartoum more than 50 % of the students within higher education/universities are women. It has become more common to see women driving cars, and the dress code has been relaxed. There are however, still major gender issues that remain to be addressed.

#### **1.4 Protection**

It was expected that the main "peace dividend" for the people after the signing of the CPA would be improved security, but insecurity is still a reality for a large part of the population. The country is flooded with small arms. In many areas LRA (Lords Resistance Army), armed militias, as well as regular soldiers represent a threat to the civil population.

There are clashes between army factions and tribes concerning land and other issues, banditry, attacks from the LRA / Uganda and frustrated soldiers taking to the streets or trying to further their own interests. There are numerous smaller and larger security incidents, not least because of the huge amount of small arms available amongst the population. The cities, in particular Khartoum, have generally been reasonably safe, although security incidents have also occurred there..

Gender based violence (GBV), rape as a strategy during conflict; domestic violence and battery are very common and not addressed. There are traditional arbitration ways of handling such acts that are harmful and a hindrance to improving the situation. This is the case for all parts of the country. In the rural areas the conditions for women are particularly difficult. FGM and other harmful practices like child marriages are very common, particularly in the northern part of the country.

Corruption also fuels the problems of finding durable solutions to protection issues.

Large parts of Sudan are deserts, or semi-arid areas. Particularly in the South, there are rivers, lakes and swamps. The Nile is the main source of water, and the focal point for the location of communities in many areas. Droughts have become more common, as have floods, both from the river Nile and more limited flash floods. The deserts are expanding and in Sudan as elsewhere on the African continent, there are observations of more extreme weather patterns, with irregular rains as a result. Deforestation is an increasing problem, in particularly in relation to the needs of displaced people for firewood and building materials. This is also considered to be contributing factor to climate change.

Following the CPA in Sudan the situation of HIV and AIDS has been constantly alarming. This process has been driven by traditional practices of Sudanese culture such as widow's inheritance, polygamy, the country's experience of a massive movement of

refugees and internal displaced people returning home from the neighbouring country, some of these have high prevalence rate of HIV and AIDS. This situation is posing a real threat to the nation. According to the National HIV and AIDS Commission report 2006, the prevalence rate among age groups 15-45 is 3.6% and the number of people living with the HIV Virus is estimated to be around 600,000. Although Sudan lacks proper data and government policy on HIV and AIDS,, the challenge to reduce the high prevalence rate is great and needs urgent attention. This demands a collective effort from all institutions to intensify awareness creation and provide support to people living with HIV and AIDS.

After more than 2 decades of civil war, involving both ordinary military (Sudanese Armed Forces and SPLA) in addition to a number of militia groups, the need for Demobilisation Disarmament Rehabilitation and Reintegration (DDRR) is very high. The CPA gives some guidance to DDRR in relation to the SAF (Sudan Armed Forces) and SPLA personnel, and the militia groups controlled by the two forces. But there are many militia groups that are operating on their own, in addition to the North Ugandan LRA, that are not part of the CPA. These militia groups in particular, and to some extent SPLA, have used child soldiers. UNICEF, together with some INGOs, is working on DDRR programs. NCA has not been directly involved in specific DDRR projects, however rehabilitation and reintegration of soldiers back to the local communities and normal life will affect all sectors that NCA is involved in, particularly health and education.

## **1.5 Role of Civil Society and NCA Partners**

### **1.5.1 Role of Civil Society**

New legislation in the North has made it more difficult for the civil society, both national and international NGOs, to function effectively. Restrictions on activities and funding, registration and monitoring rules from the authorities, and sanctions against the breach of rules have further reinforced this situation. In spite of this, a wide spectre of civil society organizations, such as student and labour unions, faith-based organizations (FBOs) including Muslim and Christian groups, and the churches still survive. The media sector is gradually improving, including TV, radio and newspapers. Although controlled and occasionally shut down for shorter or longer periods, these voices appear amazingly outspoken at times. But in general there is little public debate and discussion.

There is a relatively active civil society in Sudan. Around 500 national CBOs and NGOs were registered in 2004. In the last couple of years approx 2000 more have been created and registered, particularly in the north. These are primarily what are called "GONGOs", or Government Oriented NGOs, created to infiltrate, water down and confuse what is perceived as genuine civil society. For NCA genuine civil society organisations consider themselves as watchdogs, and advocate for rights, governance and other issues. More than 400 civil society organisations were signatories to the petition to bring the new NGO law to the attention of the Sudanese Constitutional Court.

When it comes to funding, very few international donors, except International NGOs, deal directly with national NGOs. They have no access to MDTF funds. Often they are used as contractors for International NGOs, but they are not always supported in carrying out their own main activities, such as lobbying, promoting dialogue, peace and democracy, etc.

### **1.5.2 Role of NCA partners in Civil Society**

NCA works with a variety of civil society organizations in Sudan. First and foremost of these are the churches, either individually or through national church councils. The churches have played a significant role as agents of service delivery, as factors for pushing for peace, and as providers of hope and strength for the people throughout the civil war. Because of the organisational challenges within the Sudan Council of Churches

(SCC), the role of the churches, in service delivery, at least as a unified body, has unfortunately been weakened.

NCA Sudan also works with youth and civil society networks as well as media/newspapers, human rights organizations, organisations focusing on gender issues etc. The role of some of these organizations is being strengthened, despite the problems faced in the wake of new and more restrictive legislation.

NCA is adapting a Partnership approach with local churches and local NGOs in an attempt to further strengthen these civil society actors. The approach places particular focus on strengthening partners' organizational and institutional capacities as well building their ability to be active and effective advocates for sustainable development, human security and human rights; with a special focus on empowering the poor and marginalised, particularly women.

## **2.0 NCA's Added Value**

NCA's added value lies first and foremost within the historical and strategic relations it has in the country (particularly in the South), organizational competency and capacity, as well as the institutional credibility it enjoys. NCA has been present in Sudan since after the signing of the Addis peace agreement in 1972 and signed a NGO agreement with the Government of Sudan (GoS) in 1974 for the development program in Eastern Equatoria in South Sudan. The program was run from Torit in Eastern Equatoria and had a small liaison office in Khartoum. In the beginning of the 1980s Khartoum was also the base for a huge cross border emergency intervention into Eritrea during the war between Ethiopia and Eritrea.

From 1983, when the war between the North and South in Sudan erupted again, NCA continued to work in South, but was banned from SPLM controlled areas in 1986. From 1986, humanitarian assistance was provided in both GoS held garrison towns in the South, as well as to IDPs in and around Khartoum. A NCA office with a NCA Representative was formally established in Khartoum in 1986. The work on both sides of the conflict in the South was resumed in 1989, when NCA was able to begin work in the SPLA areas again under the umbrella of OLS (Operation Lifeline Sudan). During the 1990s the program was expanded to include emergency interventions in conflict areas in east Sudan.

In 2003, in expectation of a peace agreement, NCA made a policy decision to merge the South Sudan program, managed from Nairobi, and the North Sudan program, managed from Khartoum, into one NCA Sudan program. The two programs had previously been working parallel in the Government of Sudan (GoS) and SPLM controlled areas in Eastern Equatoria, Bahr el Ghazal and South Kordofan/Nuba Mountains. The merger was prepared in detail in 2005 after the peace agreement was signed in January, and implemented from January 1<sup>st</sup> 2006. The organizational structure was changed in accordance with the requirements of a single line management structure. Some staff had to move, others were made redundant, and some new positions were established. The process was in many ways painful and difficult, but as of spring 2007, most issues have been resolved and a new organization and staff are currently in place and functioning. There was an urgent need for improvements and expansion of both the offices and the organizational infrastructure in both Juba and Khartoum and this is under completion. The offices will as far as possible be shared with other ACT members that have a presence in the country.

After the resumption of the civil war in 1983, the NCA program in Sudan has primarily been an emergency program, with some development components, in particular in education. Since the CPA in 2005, a process of moving focus from emergency

interventions, through support to resettlement of IDPs and refugees in the south, to development strategies, has been carried out. The funding trends have also pushed in this direction, ref. chapter 7.0.

Currently the NCA Sudan program consists of the following two major components:

1. NCA "proper" which encompasses the NCA program in Khartoum, Nuba Mountain, Bahr El Gazal, Eguatoria as well as the Eastern Part (Blue Nile).
2. NCA/ACT /Caritas Darfur Emergency Operation where NCA is lead agency and provides the legal entity for the DERO (Darfur emergency Response Operation) operation.

In 2006 NCA in Sudan had a total income of US \$ 26,55 million (approximately NOK 162 million), of which US \$ 11,6 (NOK 71 million) was for the emergency intervention in Darfur.

Since 2006 the merged NCA Program representation have had it's headquarter in Khartoum, with a sub-headquarter for the southern program in Juba. There are also 4 regional field offices, with another 8 local offices in Bahr el Ghazal, East Eguatoria and Nuba Mountains.

In 2006 the largest part of the program was education, ranging from building of schools, to support to basic education, to scholarship programs inside and outside Sudan, to teacher training. But the program also consisted of smaller and larger projects in health, water / sanitation, support to civil society for accountable governance and peace and reconciliation, HIV and AIDS, FGM and gender based violence, repatriation and resettlement and emergency interventions.

In 2007 NCA in Sudan has 5 Norwegian staff and approximately 140 national staff. These are senior staff, administrative managers, officers in various fields within administration, like finance, human resource, donor liaison, IT and information, program managers, field managers, thematic coordinators in education, health and HIV and AIDS, gender, peace and reconciliation, emergency and resettlement and partner development. The senior management organizational chart is attached.

In June 2004 an agreement was signed between ACT International, and Caritas Internationalis, CAFOD, as lead agency for the Caritas network, and NCA, as lead agency for ACT International, to start up a joint response to the Darfur crisis. NCA in Sudan, together with two national partners SCC and Sudan Social Development Organization (SUDO) had already started a response a few months earlier. For the new, joint response, NCA was, and continues to be, the legal foundation towards the Sudanese authorities. The response, called the Darfur Emergency Response Organization (DERO), is organized with a Board that is responsible for policies and programmatic issues, where NCA is represented together with representatives from the ACT and Caritas networks, and national partners. NCA is responsible for finance and staff issues inside Sudan. Based on this the DERO Director reports to the Board on programmatic issues, and to the NCA Country Representative in Sudan on financial and personnel issues.

The NCA/ACT/Caritas Darfur program has 29 international staff and the plan is to reduce the number to around 18 by the beginning of 2008. The Darfur program has around 300 national staff.

DERO made its own strategic plan in 2006, for the period up to 2010. In brief, DERO will continue as now throughout our planning period, to 2009, though with decreased budgets, and increased handing over of program implementation to the 3 national partners. Consequently this NCA Sudan Plan for the period 2005 - 2009 does not include the longer term plans for the Darfur emergency response operation. When the planning

period after 2009 is going to be made, and if by then the acute emergency is over, NCA will have to decide if it wants to continue to work in Darfur, in resettlement of IDPs and longer term development. If the conflict and the emergency continue, it is likely that the two international networks will continue to support a program in one way or another and that NCA will continue to have a key role in the program.

The history of NCA in Sudan, together with the previous and present scope of work, means that NCA in Sudan has the following added value:

- Relationships and trust built with many stakeholders on many levels.
- Know-how on traditions, conditions and history.
- Staff continuity and competence and capacity built over time.
- Through long term relationships and working with local authorities and communities, local community ownership in project areas.
- The merged NCA North and South Sudan programs have given NCA both broad presence and experience, something which very few other NGOs have. Very few have moved their Nairobi offices, or merged their programs under one management.

NCA's multi-sectorial approach, and policy of working with national partners, is another added value in Sudan, which needs to be further developed. However, at the same time as working with and building the capacity of partners, NCA will maintain a certain implementation capacity in order to address areas of priority in an appropriate way. This "semi-operationally" will be for a limited period of time, to both cater for the tremendous challenges in post war Sudan, and to fill the capacity gap until national NGOs and partners are able to take on this role themselves.

## **II. NCA INTERVENTION STRATEGY**

### **3.0 Thematic Analysis and Priorities**

#### **3.1 Specific rights to be addressed by the program**

A number of rights violations emerge from an analysis of participation, equity and protection as referred to in Chapter 1. NCA in Sudan does not have the capacity to work effectively on all of these, important as they may be. We have therefore identified the following rights claims as priorities for NCA's work in Sudan during the plan period. While we make evident that each right is supported by normative rights frameworks such as international human rights conventions, and that some are backed by United Nations Millennium Development goals, the starting point for NCA is poor peoples own personal experience of poverty and exclusion, and the understanding that these rights reflects needs. NCA's work will specifically relate to securing the following rights within a Sudanese context;

- The right for all Sudanese citizens to participate in the political governance of Sudan (Sudanese Constitution revised 2005) (UNCCPR recognized, not signed) (CPA, Chapter 1, section 1.5.1 & section 2.5)
- Women's right to health and in particular the right to protection from HIV and AIDS (CESRC, article 12) (UNMDG) (UN resolution 1325)
- The inherent right to life and the right to freedom of thought conscience and religion (CPA, Chapter 1, section 1.5.1 & section 2.5) (UNCESR, article 1 & 8)
- The right to safe return of refugees (Geneva Convention chapter 4, article 20-24) and IDP's, and the right to basic welfare (UNCRC article 30)
- The right to education (UNCRC article 28) (UNCESR article 13)
- The right of a child to the highest attainable standard of health including provision of clean water (UNCRC article 24 & 26)

- Women's right to life, integrity, and security including the elimination of harmful traditional practices (UNCRC, article 10) (UNCESAW)

The Sudanese constitution is the basis legal instrument stating the rights and responsibilities of all Sudanese citizens. In addition, the signatories of the peace agreements (such as the CPA & DPA) have committed to, and are guarantors for, a number of basic rights for the people of Sudan. Sudan has signed a limited number of international conventions. Among those signed the following can be mentioned;

- UNCRC – signed by Sudan on 24/7/90
- UNCRC optional protocol on children in armed conflict – Signed by Sudan on 9/5/2002
- Geneva Convention – Signed by Sudan in 1974
- UNCESR – Signed by Sudan on 24/7/1990

### 3.2 Thematic focus

The overall vision for NCA's programme in Sudan is to **promote human dignity for poor and excluded people by supporting partners and programmes that contribute to increased participation, equity and protection.** The NCA programme in Sudan will continue with the following thematic focus areas for the remainder of the strategic period 2005-2009.

#### 3.2.1 Conflict transformation, peace-building and protection from violence and insecurity

All the peace agreements signed in Sudan during recent years (CPA, DPA, EPA) have been negotiated and signed between the parties, without wider consultation and participation from those most affected by the conflicts.

At the same time, levels of conflict at local community level continue to be high and have the potential to develop and thereby undermine the peace at a national level. Establishment of local conflict resolution mechanisms at community level will be of vital importance to safeguard peace in Sudan in the years to come. NCA, together with its local partners, has a vital role to play to advocate for and facilitate the establishment of these local mechanisms and to help secure the participation of marginalized groups, particularly women and youth, into these processes.

Peace in Sudan will be built by a population who has been on different sides in the civil war. Many are traumatized, and former enemies will have to coexist and learn to live and even work together. Building coherence and promoting co-existence among our own and partner staff will need considerable emphasis during the period to come.

A large part of the population in the conflict areas, particularly women and children, still live in an extremely insecure environment; women and young girls have been violated and raped as part of the warfare against the local population. Traditional practices like FGM are very widespread.<sup>15</sup> Traditional gender roles and family patterns have been disturbed and changed during years of war and we know from other similar experiences that the conflict level in the family and domestic violence will increase. Building capacity of partners in order to carry out advocacy, awareness creation and providing assistance to affected women and children will have high priority.

Many parts of Sudan are still extremely insecure. In some areas such as Darfur, the war is still continuing and militia groups are terrorizing the local population.

<sup>15</sup> UNICEF Innocenti Digest 2005:

[http://www.unicef.de/fileadmin/content\\_media/presse/fotomaterial/Beschneidung/Beschneidung.pdf](http://www.unicef.de/fileadmin/content_media/presse/fotomaterial/Beschneidung/Beschneidung.pdf)

See also "State of The Worlds Children 2007" UNICEF Report

Concerning disarmament, DDDR of armed groups will be of vital importance to secure the peace in the years ahead. NCA and partners can play a role at the receiving end, by preparing the local communities for the return of the demobilised military personnel, many who have been with the armed groups since childhood.

### **3.2.2 Sustainable livelihood and resettlement of IDPs and returnees**

NCA will together with its partners contribute to a coordinated and peaceful reintegration of returnees into the local communities. Immediate needs of returnees such as food and shelter, as well as longer-term needs, including psychosocial assistance, will be the focus for NCA and partners. The "Do No Harm" principle will be the basis for interventions.

NCA and partners will channel their efforts through a central co-ordination mechanism for returnees, under the umbrella of the UN and authorities. NCA will prepare both returnees and host communities for the return, and follow up throughout the integration in the host communities.

The need to respond effectively and efficiently to ad hoc and organized returns is important.

#### **Participation**

- Need for inclusiveness and transparency including involvement of beneficiaries and other stakeholders such as UN and local Govt and host communities in all stages of the process. Application of "Do No Harm Principles".
- Relevant provision of services, taking into account beneficiary needs and priorities.
- Importance of sustainability, from environmental, social and economic perspectives.

#### **Equity**

Equitable provision of services with reference to Sphere Standards, the Code of Conduct and other NCA and ACT standards.

#### **Protection**

The NCA Sudan Staff Code of Conduct will be followed as a guideline for appropriate behaviour for working with vulnerable groups. "Do no harm" principles will be utilized. Pre-implementation social mapping will be carried out, including needs for reconciliation; livelihood needs, land tenure issues and resource sharing.

### **3.2.3 Emergency Preparedness and Response**

The Sudan situation can be described as one of a chronic emergency. Though there is currently peace in the South, violence is ongoing in other parts, and there are many underlying conflicts that may emerge and create an emergency situation. Despite the considerable amount of returnees, both IDPs and refugees from neighbouring countries, there will still continue to be millions of displaced Sudanese people who might need assistance to return, and build a new life. Sudan is also prone to natural disasters, first and foremost droughts and floods. Decades of displacements, food shortages and war fatigue, coupled with long-term dependence on relief, have seriously eroded the people's traditional coping mechanisms. There is urgent need to support people's resilience. In addition to contributing support to people affected by natural and man-made disasters and complex emergencies as rights holders with acute needs, NCA and partners will focus on initiatives that provide options that go beyond immediate survival. The authorities, as the main duty bearer, will be a key partner.

In addition to direct response, preparedness is of utmost importance. Preparedness plans and local coping mechanisms, developed together with ecumenical and other

partners, inside and outside the country, as well as local communities and authorities, are urgently needed. This will include capacity and preparedness to respond to both natural disasters (like drought, floods and climatic change) as well as manmade disasters like war and civil war.

#### **Participation:**

- Lack of development of local networks and capacities to prepare and respond to emergencies.
- Lack of joint planning for emergencies.
- Lack of coordinated response to emergencies.
- Role of women needs to be enhanced in decision-making.
- Need to ensure that disaster preparedness mechanisms are transparent and accountable

#### **Equity**

- Need for effective and suitable responses taking into account Sphere standards.
- Need for equitable distribution of aid to Exceptionally Vulnerable Individuals (EVIs).
- Need to ensure that disaster response mechanisms are transparent and accountable to beneficiaries.

#### **Protection**

- Need for distribution of aid according to basic standards (Sphere).
- Need to ensure that EVIs, women, children, victims of SGBV and PLHIV receive support.

#### **3.2.4 Civil society for Accountable Governance and Economic Justice**

A large part of the Sudanese population is not able to have their basic economic, social and cultural rights fulfilled. This is quite evident looking at the many serious regional conflicts in Sudan, because large population groups feel marginalized. The main duty bearer is the government in Sudan (GNU). Civil Society, including faith-based organisations have a special obligation as independent mechanisms for advocacy, lobby, and monitoring the performance of the government.

Following the peace agreement in Sudan, the building of a vibrant civil society became an issue of vital importance for a sustainable peace. NCA will focus on support to core partners, primarily the faith based organisations, in their efforts to influence and monitor the progress of policies and frameworks being put in place. Support will also be given to partners in assisting them in leading civil society towards just, inclusive, accountable and responsive governance. Additionally, efforts aimed at strengthening civil society structures, building democracy and peoples' movements should be given priority. Specific focus should be given to supporting the transition process within the churches and SCC/NSCC. Throughout the war these organisations have in many cases been the only civil structures present at local community level. The churches and faith-based organisations have the potential to mobilise a large proportion of the population and they are trusted and appreciated by the local population.

#### **3.2.5 Education for participation of poor and vulnerable**

Education was severely disrupted during the war. In many ways Sudan can be termed as society of "lost generation" as far as education opportunities are concerned. Sudan is rate as one of the countries in the world with the highest illiteracy rate. A lot of work is needed to get systems and infrastructure in place in the war affected areas.

Many communities do not see the importance of education. Women and girls especially have missed the opportunities to acquire education as a fundamental right. Their participation is affected by traditional practices such as early marriages and heavy

household duties. Addressing girl child education, demobilized soldiers and illiterate adults are daunting tasks. NCA and its partners will continue to focus on basic education, teacher training, and life skills training for adults but in addition link such involvement to issues of policy and advocacy in each area. Women, the girl child and demobilized child soldiers will be a priority.

### **3.2.6 Faith Communities address HIV and AIDS**

HIV and AIDS prevalence is very high in the Sudan, and according to a December 2006 UNAIDS report<sup>16</sup> for North Africa and the Middle East, Sudan has the highest prevalence rates in the region. It is estimated that between 170,000 and 580,000 people (median 350,000 people) have the disease in the whole of Sudan and according to UNAIDS the prevalence amongst 15-49 year olds is 1.6% (0.8%-2.6%), but even higher in some areas. With IDPs and returnees returning back, there is a risk that infection rates may increase because of lack of knowledge amongst the population. Therefore, there is a need to address HIV and AIDS in multiple ways including prevention, care, advocacy and combating stigma and discrimination. Serious challenges are faced by the government and partners to preserve the rights to life and dignity of the people affected by this situation.

#### **Participation**

- Discrimination and exclusion of people living with HIV and AIDS among the community should be eliminated.
- The participation of women in HIV and AIDS activities is very limited and should be increased.
- People living with HIV and AIDS are stigmatized and are not allowed to take part in decision-making. This should be corrected.

#### **Equity**

- Policy issues regarding HIV and AIDS should be improved.
- Proper legislation regarding HIV and AIDS has not been in place and should be properly set.
- Access to treatment and prevention should be properly addressed.
- Lack of awareness creation among the community had been a big problem which should be corrected.

#### **Protection**

- PLHIV are highly discriminated against and this should be addressed.
- HIV and AIDS infected people are isolated and sometimes rejected or ostracised socially by the community. There is need to change this attitude.
- There are family conflicts as to who should have been the cause of the disease in the family. The community need to be enlightened.
- Some religious and church leaders have negative attitudes towards people living with HIV and AIDS and as such there are resentments that should be addressed and resolved.

### **3.2.7 Equity through Economic, Social and Cultural Rights for the Poor**

It is the work of NCA and partners to challenge and augment the efforts of the government as the primary duty bearer, to ensure that the poor and vulnerable men and women are empowered to claim their rights and secure their entitlements. The focus of NCA and the partners is the delivery of basic services in the fields of water, sanitation, food security, health and also to address gender related issues and the environment.

<sup>16</sup> [http://data.unaids.org/pub/EpiReport/2006/10-Middle\\_East\\_and\\_North\\_Africa\\_2006\\_EpiUpdate\\_eng.pdf](http://data.unaids.org/pub/EpiReport/2006/10-Middle_East_and_North_Africa_2006_EpiUpdate_eng.pdf)

### **Participation**

- Most people do not understand that they have rights to basic services.
- The services are not easily available for the local population.
- Women are not participating in decision-making and management activities.

### **Equity**

- There is no visible equitable division of resources by government for basic services.
- There is no policy by the government to improve services

### **Protection**

- Whilst there are only a few FBOs that act as connectors, there are many dividers such as tribalism, language, religious and political dividers.
- Lack of security in rebel-held areas, (LRA) is a denial of basic social services.
- Traditional coping mechanisms in terms of emergency preparedness have been eroded.
- Some returnees receive hostile reception on their return to their places of origin.
- Women and children are marginalized in the area of water and sanitation.

## **4.0 Strategies for Rights Holders and Duty Bearers**

In NCA's right based approach, we seek to engage with poor men and women as citizens – people who are entitled to human dignity and basic human right by virtue of being human. This approach entails a two-pronged strategy. One is to support poor and excluded groups as **rights holders**. By claiming abstract rights as tangible entitlement, poor people improve their lives. At the same time, we recognize that social relations and institutions (both formal and informal) within society can pose serious barriers to poor men and women who try to claim their rights. NCA's Rights Based Approach will also entail the identification of key **duty bearers** and strategies to engage them to transform these institutional barriers and mechanisms of exclusion. A particular role for NCA and partners will be to facilitate linkages between prioritised rights holders and the most relevant duty bearers.

#### 4.1 Rights holders

The prioritized rights holders and the corresponding strategies for each thematic focus area are:

Theme	Right Holders	Strategies
Conflict transformation, peace-building and protection from violence and insecurity	<ul style="list-style-type: none"> <li>• Community members</li> <li>• Refugees and IDPs</li> <li>• Women and youth</li> </ul>	<ul style="list-style-type: none"> <li>• Raised awareness and peace-building capacities strengthened</li> <li>• Supported local resource mobilization for restructuring of communities (shelter, water, education, health) and trauma healing</li> <li>• Community mobilisation</li> <li>• Raise awareness of rights to protection and rights to a sustainable livelihood.</li> <li>• Trauma healing</li> <li>• Capacity building and strengthening of networks</li> <li>• Capacity building and affirmative action to promote better participation of women</li> </ul>
	<ul style="list-style-type: none"> <li>• Faith based organisations, Churches and Mosques.</li> <li>• Secular NGOs /civil society organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building on advocacy, finance and administration, civil rights and legislation</li> <li>• Assist in organizing self-help groups</li> <li>• Advocacy for reduced level of violence and human rights violations</li> <li>• Negotiate space</li> <li>• Support interfaith dialogue</li> <li>• Help organize self-help groups for capacity building on HIV and AIDS, and practical assistance to PLWHA.</li> </ul>

Theme	Right Holders	Strategies
Sustainable livelihood and resettlement of IDPs and returnees	<ul style="list-style-type: none"> <li>• Refugees and IDPs</li> <li>• Community members</li> <li>• Women and Youth</li> </ul>	<ul style="list-style-type: none"> <li>• Raise awareness of rights to protection and rights to a sustainable livelihood.</li> <li>• Organisation and mobilisation</li> <li>• Raised awareness of the rights of returnees to promote integration</li> <li>• Peace-building capacities strengthened</li> <li>• Supported local resource mobilization for restructuring of communities (shelter, water, education, health) and trauma healing</li> <li>• Community mobilisation</li> <li>• Participation and involvement strengthening</li> <li>• Affirmative action for participation of women and youth</li> <li>• Capacity building and strengthening of networks</li> </ul>
	<ul style="list-style-type: none"> <li>• Faith based organisations, Churches and Mosques.</li> <li>• Secular NGOs /civil society organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Service delivery capacities and professional competence</li> <li>• Capacity building on advocacy, finance and administration</li> <li>• Support Links and networks between Core partners and resource partners</li> <li>• Negotiate space</li> </ul>

<b>Theme</b>	<b>Right Holders</b>	<b>Strategies</b>
Emergency Preparedness and Response	<ul style="list-style-type: none"> <li>Community members</li> <li>Refugees and IDPs</li> <li>Women and Youth</li> </ul>	<ul style="list-style-type: none"> <li>Local coping mechanisms strengthened</li> <li>Service provision in crisis situations (water and sanitation, health, education, non food items, psychosocial assistance)</li> <li>Trauma healing capacities</li> </ul>
	<ul style="list-style-type: none"> <li>Faith based organisations, Churches and Mosques.</li> <li>Secular NGOs /civil society organisations</li> </ul>	<ul style="list-style-type: none"> <li>Capacity to respond to emergencies (water and sanitation, health, education, non food items)</li> <li>Capacity building related to planning and reporting</li> <li>Code of conduct awareness and implementation</li> </ul>

<b>Theme</b>	<b>Right Holders</b>	<b>Strategies</b>
Civil Society for accountable governance and economic justice	<ul style="list-style-type: none"> <li>Faith based organisations, Churches and Mosques.</li> <li>Secular NGO's /civil society organisations</li> </ul>	<ul style="list-style-type: none"> <li>Access and quality of basic services</li> <li>Awareness creation</li> <li>Resource mobilisation and capacity building</li> <li>Negotiate space</li> <li>Facilitate networking and experience sharing</li> <li>Capacity building and affirmative action to secure participation of women</li> <li>Strengthening media sector</li> </ul>

<b>Theme</b>	<b>Right Holders</b>	<b>Strategies</b>
Faith Communities address HIV and AIDS	<ul style="list-style-type: none"> <li>Community members</li> <li>Refugees and IDPs</li> <li>Women and Youth</li> </ul>	<ul style="list-style-type: none"> <li>Awareness creation for behavioural change</li> <li>Mobilisation for care and support to affected families</li> <li>Reduction of stigma</li> <li>Awareness creation for behavioural change</li> </ul>
	<ul style="list-style-type: none"> <li>Faith based organisations, Churches and Mosques.</li> <li>Secular NGOs /civil society organisations</li> </ul>	<ul style="list-style-type: none"> <li>Information and awareness creation campaigns</li> <li>Support and capacity building to home based care</li> <li>Resource mobilisation and capacity building</li> <li>Facilitate quality service delivery related to education</li> <li>Support links and networks between Core partners and resource partners</li> </ul>

<b>Theme</b>	<b>Right Holders</b>	<b>Strategies</b>
Equity through economic, social and cultural rights for the poor	<ul style="list-style-type: none"> <li>Community members</li> <li>Refugees and IDP's</li> <li>Women and Youth</li> </ul>	<ul style="list-style-type: none"> <li>Access and quality of basic services</li> <li>Affirmative action to secure education for girls</li> <li>Mobilisation and local participation</li> <li>Awareness creation</li> </ul>
	<ul style="list-style-type: none"> <li>Faith based organisations, Churches and Mosques.</li> <li>Secular NGOs /civil society organisations</li> </ul>	<ul style="list-style-type: none"> <li>Resource mobilisation</li> <li>Facilitate quality service delivery related to education</li> <li>Capacity building</li> <li>Support Links and networks between Core partners and resource partners</li> <li>Information and awareness creation campaigns</li> </ul>

Theme	Right Holders	Strategies
Equity through economic, social and cultural rights for the poor	<ul style="list-style-type: none"> <li>Community members</li> <li>Refugees and IDPs</li> <li>Women and Youth</li> </ul>	<ul style="list-style-type: none"> <li>Access and quality of basic services</li> <li>Affirmative action to secure education for girls</li> <li>Mobilisation and local participation</li> <li>Awareness creation and capacity building</li> </ul>
	<ul style="list-style-type: none"> <li>Faith based organisations, Churches and Mosques.</li> <li>Secular NGOs /civil society organisations</li> </ul>	<ul style="list-style-type: none"> <li>Resource mobilisation</li> <li>Capacity building</li> <li>Links to networks and resource partners</li> </ul>

#### 4.2 Duty bearers

In the right-based approach, the ultimate duty bearer is the state. The NCA Sudan Country Programme will therefore seek to influence the government at national and local level. However, in the absence of a functioning central government, churches, faith based organizations and civil society have for many years filled the obvious gaps in society.

Now that there is a functioning government, however weak, the strategy of NCA will be to engage partners as intermediary duty bearers and through them influence government service and accountability.

The prioritized duty bearers and NCA's corresponding strategies for each thematic focus area are:

Theme	Duty bearers	Strategies
Conflict transformation, peace-building and protection from violence and insecurity	<ul style="list-style-type: none"> <li>Government authorities</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy on accountability</li> <li>Advocacy on responsibility towards fulfilment of basic rights for citizens</li> <li>Negotiate space and convince</li> <li>Improve effectiveness and capacity of duty bearers/capacity building and link to networks</li> <li>Media and communication for change</li> </ul>
	<ul style="list-style-type: none"> <li>Women and youth</li> <li>Community members</li> <li>Refugees and IDPs</li> </ul>	<ul style="list-style-type: none"> <li>Organize and mobilise</li> <li>Awareness creation</li> <li>Awareness increased</li> <li>Capacity increased</li> </ul>
	<ul style="list-style-type: none"> <li>NCA</li> </ul>	<ul style="list-style-type: none"> <li>Resource mobilisation</li> <li>Capacity building and links to networks</li> </ul>
	<ul style="list-style-type: none"> <li>Faith based organisations, Churches and Mosques.</li> <li>Secular NGOs /civil society organisations</li> </ul>	<ul style="list-style-type: none"> <li>Relevant and reliable service deliverers (filling gaps)</li> <li>Advocacy on accountability</li> <li>Negotiate space and convince</li> <li>Improve effectiveness and capacity of duty bearers</li> </ul>

Theme	Duty Bearers	Strategies
Sustainable livelihood and resettlement of IDPs and returnees	<ul style="list-style-type: none"> <li>Government authorities</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy on accountability</li> <li>Advocacy on responsibility towards fulfilment of basic rights for citizens</li> <li>Negotiate space and convince</li> <li>Improve effectiveness and capacity of duty bearers/capacity building &amp; link to networks</li> <li>Media and communication for change</li> </ul>

	<ul style="list-style-type: none"> <li>• Women and youth</li> <li>• Community members</li> <li>• Refugees and IDPs</li> </ul>	<ul style="list-style-type: none"> <li>• Organize and mobilise</li> <li>• Awareness creation</li> <li>• Awareness Increased</li> <li>• Capacity increased</li> </ul>
	<ul style="list-style-type: none"> <li>• Faith based organisations, Churches and Mosques.</li> <li>• Secular NGO's /civil society organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant and reliable service deliverers (filling gaps)</li> <li>• advocacy on accountability</li> <li>• Negotiate space and convince</li> <li>• Improve effectiveness and capacity of duty bearers</li> </ul>
	<ul style="list-style-type: none"> <li>• NCA</li> </ul>	<ul style="list-style-type: none"> <li>• Resource mobilisation</li> <li>• Capacity building &amp; links to networks</li> </ul>

<b>Theme</b>	<b>Duty Bearers</b>	<b>Strategies</b>
Emergency Preparedness and Response	<ul style="list-style-type: none"> <li>• Government authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy on accountability</li> <li>• Advocacy on responsibility towards fulfilment of basic rights for citizens</li> <li>• Negotiate space and convince</li> <li>• Improve effectiveness and capacity of duty bearers/capacity building &amp; link to networks</li> <li>• Media and communication for change</li> </ul>
	<ul style="list-style-type: none"> <li>• Women and youth</li> <li>• Community members</li> <li>• Refugees and IDPs</li> </ul>	<ul style="list-style-type: none"> <li>• Organize and mobilise</li> <li>• Awareness creation</li> <li>• Awareness Increased</li> <li>• Capacity increased</li> </ul>
	<ul style="list-style-type: none"> <li>• Faith based organisations, Churches and Mosques.</li> <li>• Secular NGOs /civil society organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant and reliable service deliverers (filling gaps)</li> <li>• advocacy on accountability</li> <li>• Negotiate space and convince</li> <li>• Improve effectiveness and capacity of duty bearers</li> </ul>
	<ul style="list-style-type: none"> <li>• NCA</li> </ul>	<ul style="list-style-type: none"> <li>• Resource mobilisation</li> <li>• Capacity building and links to networks</li> </ul>

<b>Theme</b>	<b>Duty Bearers</b>	<b>Strategies</b>
Civil Society for Accountable governance and economic justice	<ul style="list-style-type: none"> <li>• Government authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy on accountability</li> <li>• Advocacy on responsibility towards fulfilment of basic rights for citizens</li> <li>• Negotiate space and convince</li> <li>• Improve effectiveness and capacity of duty bearers/capacity building &amp; link to networks</li> <li>• Media and communication for change</li> </ul>
	<ul style="list-style-type: none"> <li>• Women and youth</li> <li>• Community members</li> <li>• Refugees and IDPs</li> </ul>	<ul style="list-style-type: none"> <li>• Organize and mobilise</li> <li>• Awareness creation</li> <li>• Awareness Increased</li> <li>• Capacity increased</li> </ul>
	<ul style="list-style-type: none"> <li>• Faith based organisations, Churches and Mosques.</li> <li>• Secular NGO's /civil society organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant and reliable service deliverers (filling gaps)</li> <li>• advocacy on accountability</li> <li>• Negotiate space and convince</li> <li>• Improve effectiveness and capacity of duty bearers</li> </ul>
	<ul style="list-style-type: none"> <li>• NCA</li> </ul>	<ul style="list-style-type: none"> <li>• Resource mobilisation</li> <li>• Capacity building and links to networks</li> </ul>

Theme	Duty Bearers	Strategies
Faith Communities address HIV and AIDS	<ul style="list-style-type: none"> <li>Government authorities</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy on accountability</li> <li>Advocacy on responsibility towards fulfilment of basic rights for citizens</li> <li>Negotiate space and convince</li> <li>Improve effectiveness and capacity of duty bearers/capacity building and link to networks</li> <li>Media and communication for change</li> </ul>
	<ul style="list-style-type: none"> <li>Women and youth</li> <li>Community members</li> <li>Refugees and IDPs</li> </ul>	<ul style="list-style-type: none"> <li>Organize and mobilise</li> <li>Awareness creation</li> <li>Awareness Increased</li> <li>Capacity increased</li> </ul>
	<ul style="list-style-type: none"> <li>Faith based organisations, Churches and Mosques.</li> <li>Secular NGO's /civil society organisations</li> </ul>	<ul style="list-style-type: none"> <li>Relevant and reliable service deliverers (filling gaps)</li> <li>advocacy on accountability</li> <li>Negotiate space and convince</li> <li>Improve effectiveness and capacity of duty bearers</li> </ul>
	<ul style="list-style-type: none"> <li>NCA</li> </ul>	<ul style="list-style-type: none"> <li>Resource mobilisation</li> <li>Capacity building and links to networks</li> </ul>

Theme	Duty Bearers	Strategies
Equity through Economic, Social and cultural rights for the poor	<ul style="list-style-type: none"> <li>Government authorities</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy on accountability</li> <li>Advocacy on responsibility towards fulfilment of basic rights for citizens</li> <li>Negotiate space and convince</li> <li>Improve effectiveness and capacity of duty bearers/capacity building and link to networks</li> <li>Media and communication for change</li> </ul>
	<ul style="list-style-type: none"> <li>Women and youth</li> <li>Community members</li> <li>Refugees and IDPs</li> </ul>	<ul style="list-style-type: none"> <li>Organize and mobilise</li> <li>Awareness creation</li> <li>Awareness Increased</li> <li>Capacity increased</li> </ul>
	<ul style="list-style-type: none"> <li>Faith based organisations, Churches and Mosques.</li> <li>Secular NGOs /civil society organisations</li> </ul>	<ul style="list-style-type: none"> <li>Relevant and reliable service deliverers (filling gaps)</li> <li>advocacy on accountability</li> <li>Negotiate space and convince</li> <li>Improve effectiveness and capacity of duty bearers</li> </ul>
	<ul style="list-style-type: none"> <li>NCA</li> </ul>	<ul style="list-style-type: none"> <li>Resource mobilisation</li> <li>Capacity building and links to networks</li> </ul>

## 5.0 Geographic focus

NCA has a long history of operating on both sides of the conflict, working parallel on both the Government and SPLM sides in the 3 focus areas, East Equatoria and Bahr el Ghazal in the south, and Nuba Mountains, disputed area.

It is important to mention that during this period of transition, NCA needs to be vigilant and present in most of the present geographical focus areas for closer follow-up of the developments as the emerging government is beginning to take up more responsibilities for the provision of basic services to the communities following signing of the CPA.

However, there is an urgent need to cut down the program support costs without necessarily compromising the implementation of the programs. NCA will continue to work in the three mentioned geographical areas, but will cut down on the number of sub

offices. This will require comprehensive assessments in order to justify which individual sub offices should be maintained.

The civil war, coupled with the need for humanitarian assistance, necessitated the current geographical focus for NCA's involvement in the Sudan. The geographical focus has followed the relatively operational mode NCA pursued during the war in the SPLM and GoS controlled areas. When the merger of NCA took place in 2006, NCA maintained its presence in various locations:

#### South Sudan

- Eastern Equatoria, with head office in Torit and sub offices in Ikotos, Parajok and Nimule, in addition to a support office in Lokichogio in northern Kenya.
- Bahr el Ghazal, with head office in Wau and sub office in Alek.

#### North Sudan

- Khartoum and other parts of the north and east through partners.
- Southern Kordofan/Nuba Mountains, with head office in Kadugli and sub offices in Heiban and Kauda.
- Darfur, with head office in Nyala, and sub offices in Kubum, El Dein, Garsila and Zalingi.

### III. PROGRAMME IMPLEMENTATION

#### 6.0 Program objectives per thematic focus area

##### 6.1 Conflict Transformation, Peace-Building and Protection from Violence and Insecurity

<b>Overall Goal</b> Secured peaceful living environment for all people in Sudan.		
<b>Specific Objective 1</b>	<b>Indicators</b>	<b>Sources of verification</b>
Civil society, particularly women - and faith-based organisations engaged in grass root and national peace-building processes.	80 % of NCA partners actively engaged in advocacy networks and monitoring activities related to the peace agreements.	<ul style="list-style-type: none"> <li>▪ Reports</li> <li>▪ Press releases</li> <li>▪ Media coverage</li> <li>▪ Interviews</li> <li>▪ Assessments</li> </ul>
<b>Expected results</b>	<b>Indicators</b>	<b>Sources of verification</b>
1.1 - Civil Society organisations and particularly women, youth and faith-based organisations, trained to carry out advocacy activities related to the implementation of the peace agreements.	75 % of Religious leaders are voicing concerns in local, regional and international arenas.	<ul style="list-style-type: none"> <li>▪ Partners' reports</li> <li>▪ Copy of statements.</li> <li>▪ Media reports and press releases</li> <li>▪ Annual Reports</li> <li>▪ Conference and seminar reports</li> </ul>
1.2 - The peace agreement is monitored by faith based and civil society organizations	All NCA`s partners are actively observing and reporting the situation across Sudan.	
1.3 - Human rights violations are being monitored by faith based and civil society organizations.	All NCA`s partners are monitoring human rights violations.	
1.4 - Advocacy for truth and reconciliation processes are carried out by partners.	All NCA`s partners are engaged in advocating truth and reconciliation.	
	Number of women who are involved in fora and events increased by 50%.	

<p>1.5 - Women are particularly participating and involved in fora and events and able to voice their interests and special concerns.</p> <p>1.6 - Peace building activities are gendered.</p> <p>1.7 - Women led initiatives are given special emphasis and support.</p> <p>1.8 - NCA and partners engaged in DDDR activities.</p> <p>1.9 - Greater awareness on the linkages between small arms and violence at local community level.</p>	<p>Number of women led initiatives that are supported and implemented by Partners increased by 50%.</p> <p>Women groups reporting on the implementation of the peace agreement increased by 50%.</p> <p>NCA and partners involved in 3 projects addressing DDDR issues.</p> <p>1) 50 % of partners advocate initiatives related to small arms proliferation.</p> <p>2) Number of people harmed by small arms in the locations is reduced by 40 %.</p>	
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<b>Specific Objective 2</b>	<b>Indicators</b>	<b>Sources of verification</b>
<p>Women and girls in local communities in areas where NCA and partners are working live in an environment free from gender based violence.</p>	<p>1) Rate of FGM reduced by 50 %.</p> <p>2) Number of local communities with awareness on the harmful effects of FGM increased by 50%.</p> <p>3) Number of families who take a stand against FGM increased by 30%</p> <p>4) 20 campaigns and events implemented by NCA and partners.</p> <p>5) Incidents of rape and other forms of gender based violence reduced by 40%.</p>	<ul style="list-style-type: none"> <li>▪ Project reports</li> <li>▪ Media reports</li> <li>▪ UN reports and statistics</li> <li>▪ Partner dialogue meetings</li> <li>▪ Project monitoring</li> </ul>
<b>Expected result</b>	<b>Indicators</b>	<b>Sources of verification</b>
<p>2.1 - Women and girls affected by rape in conflict areas are supported to recover.</p> <p>2.2 – Parents and local community leaders (traditional and religious) have taken part in awareness training of the harmful effects of FGM &amp; HTPs.</p> <p>2.3 – Women and girls are protected from gender based violence</p>	<p>100 of violated women and girls have received assistance to recover from gender based violence and rape.</p> <p>1) 1000 parents and local community leaders have taken part in awareness creation events</p> <p>2) The number of girls violated by FGM and HTP is reduced by 30%.</p> <p>NCA and partners are supporting 150 women and girls in receiving legal support.</p>	<ul style="list-style-type: none"> <li>▪ Baseline studies</li> <li>▪ Reports</li> <li>▪ Training reports</li> <li>▪ IHI surveys</li> <li>▪ Court cases</li> <li>▪ Partner dialogue meetings</li> </ul>

<b>Specific Objective 3</b>	<b>Indicators</b>	<b>Sources of verification</b>
Local populations recovering from war trauma.	250 people participated in trauma healing activities at local community level.	<ul style="list-style-type: none"> <li>▪ Reports from partners and NCA</li> <li>▪ Monitoring visits and reports</li> </ul>
<b>Expected result</b>	<b>Indicators</b>	<b>Sources of verification</b>
3.1 – People, particularly women and children, suffering from traumas related to war atrocities have received counselling.	All staff of NCA and partners have been offered and received psychosocial support for healing of traumas.	<ul style="list-style-type: none"> <li>▪ Capacity building reports.</li> <li>▪ Training Workshop Reports on LCP.</li> <li>▪ Monitoring visits and reports</li> <li>▪ Partner dialogue meetings</li> </ul>
3.2 - Teachers and schools are able to identify and provide special services for trauma-affected students.	1) 125 trauma affected students have received special attention and support	
	2) 20% of schools supported by NCA and partners have teachers trained in community based psychosocial intervention.	
3.3 - NCA and partners have the capacity to render psychosocial support.	75% of NCA`s Partners have the capacity of rendering psychosocial support.	

<b>Specific Objective 4</b>	<b>Indicators</b>	<b>Sources of verification</b>
Communities are mobilized and “bottom up peace-building” actions taking place in Sudan.	Number of established peace committees at local community level increased by 50%.	<ul style="list-style-type: none"> <li>▪ Field reports on security situation</li> <li>▪ Partner reports</li> <li>▪ Assessment reports</li> </ul>
<b>Expected results:</b>	<b>Indicators</b>	<b>Sources of verification</b>
4.1 - Local initiatives to resolve conflicts takes place at local community level through local peace committees and peace focal points.	Local initiatives to resolve conflicts take place in 60 % of the Payams in the areas where NCA and partners are operating.	<ul style="list-style-type: none"> <li>▪ Annual reports by Local Church Councils</li> <li>▪ Annual reports by partners &amp; interviews.</li> <li>▪ Partner dialogue meetings</li> </ul>
4.2 - Confidence and dialogue takes place between groups and institutions across conflict lines.	40 confidence and dialog initiatives across conflict lines have been supported by partners and in collaboration with NCA.	
4.3 - Local forum for dialogue on peace and reconciliation are established and supported.	NCA and partners have facilitated 15 forums for dialogue on peace and reconciliation.	
4.4 - Social space is created for sharing of experiences and promoting collaboration of Sudanese organizations related to peace building.	Peace-related networks (where already existing) are supported; new ones are formed based on needs.	

## 6.2 Sustainable livelihood and resettlement of IDPs and returnees

<p><b>Overall Goal</b> Returnees and uprooted persons are peacefully and sustainable reintegrated into the local communities in Sudan.</p>		
<p><b>Specific Objective 1</b> Returnees and host communities have made informed decisions about returning.</p>	<p><b>Indicators</b> 1) 40 orientation sessions in host communities facilitated by NCA and partners  2) Increased return of IDPs and refugees to their original villages or areas</p>	<p><b>Sources of verification</b></p> <ul style="list-style-type: none"> <li>▪ Project documentation</li> <li>▪ Survey documentation</li> <li>▪ Interviews at way stations and the receiving ends</li> <li>▪ Return and reintegration working group documentations.</li> </ul>
<p><b>Expected results</b> 1.1 – IDPs and refugees have returned and settled peacefully</p>	<p><b>Indicators</b> 1) 90% of households assisted remain in areas more than one year.  2) 36000 households received NFI kits including temporary shelter material and cooking utensils (2007- 2009).</p>	<p><b>Sources of verification</b></p> <ul style="list-style-type: none"> <li>▪ Project documentation</li> <li>▪ Follow up visits</li> <li>▪ Distribution statistics</li> </ul>
<p><b>Specific Objective 2</b> Host communities are mobilized to accept returnees.</p>	<p><b>Indicators</b> 1) Major land tenure issues resolved in areas where NCA and partners are working.  2) Resource sharing is discussed and agreed upon in 80% of the villages.  3) Peaceful coexistence committees are functioning in all communities.</p>	<p><b>Sources of verification</b></p> <ul style="list-style-type: none"> <li>▪ Project documentation</li> <li>▪ Survey documentation</li> <li>▪ Interviews with community leaders</li> <li>▪ Partner dialogue meetings</li> </ul>
<p><b>Expected Results</b> 2.1 - Returnees are integrated peacefully into host communities.</p>	<p><b>Indicators</b> 36 000 households, both returnees and host communities, have access to water, education and health services (2007-2009).</p>	<p><b>Sources of verification</b></p> <ul style="list-style-type: none"> <li>▪ Project documentation</li> <li>▪ Service beneficiary data</li> </ul>
<p><b>Specific Objective 3</b> Sustainable integration is in place in the focus areas of NCA and partners.</p>	<p><b>Indicators</b> 1) NCA supports returnees in 10 different locations.  2) 80% of households assisted remain in areas more than one year.  3) 23% of host communities' population received assistance.  4) 67% of returnees received assistance.</p>	<p><b>Sources of verification</b></p> <ul style="list-style-type: none"> <li>▪ Project documentation</li> <li>▪ Follow up visits</li> <li>▪ Distribution statistics</li> <li>▪ Partner dialogue meetings</li> </ul>
<p><b>Expected results</b> 3.1 – Returnees are peacefully integrated in the host communities.  3.2 – Improved independent economic development at village level</p>	<p><b>Indicators</b> Peace and reconciliation is working in 80% of the communities.  50% of the households in areas where returnees have settled has been given support by NCA and partners to initiate income generation activities.</p>	<p><b>Sources of verification</b></p> <ul style="list-style-type: none"> <li>▪ Project documentation</li> <li>▪ Follow up /monitoring visits</li> <li>▪ Partner dialogue meetings</li> </ul>

### 6.3 Emergency Preparedness and Response

<b>Overall Goal</b>		
Preparedness and the ability to respond to national and man made disasters in Sudan improved.		
<b>Specific Objective 1</b>	<b>Indicators</b>	<b>Sources of verification</b>
Emergency response preparedness plans for NCA and partners developed.	1) Approved plans for NCA and partners available and updated annually.  2) Community preparedness programmes developed in the areas where NCA and partners are working.	<ul style="list-style-type: none"> <li>▪ Plan documents</li> <li>▪ Reports from community leaders</li> <li>▪ Partner dialogue meetings</li> </ul>
<b>Expected Results</b>	<b>Indicators</b>	<b>Sources of verification</b>
1.1 – Staff at NCA and partners trained in emergency response.  1.2 - Timely and effective delivery of emergency assistance.  1.3 - Effective emergency response mechanism in place.  1.4 - Emergency response and coping mechanisms in the communities are strengthened.	1) All NCA staff and partners trained in and committed to SPHERE and code of conduct.  2) All NCA employees have signed relevant Codes of conduct.  Targeted delivery of material and psychosocial support.  Plans for procurement are made and materials are pre-positioned.  25 community workshops for emergency training held.	<ul style="list-style-type: none"> <li>▪ Copies of signed codes of conduct</li> <li>▪ Annual reports</li> <li>▪ Project documents</li> <li>▪ Evaluation reports,</li> <li>▪ Interviews with trained staff members</li> <li>▪ Partner dialogue meetings</li> </ul>
<b>Specific Objective 2</b>	<b>Indicators</b>	<b>Sources of verification</b>
People affected by emergencies are supported with basic material needs.	NCA and partners are able to respond adequately when emergencies arises.	<ul style="list-style-type: none"> <li>▪ Project documents,</li> <li>▪ Annual narrative reports,</li> <li>▪ Assessment reports</li> <li>▪ Field visits</li> <li>▪ Monitoring reports</li> </ul>
<b>Expected Results</b>	<b>Indicators</b>	<b>Sources of verification</b>
2.1 – NCA and partners coordinate their support to emergency response with other ACT members and relevant authorities.	1) NCA and partners respond to emergency appeals from ACT and local authorities.  2) Emergency assessment is carried out jointly with other ACT members.	<ul style="list-style-type: none"> <li>▪ ACT appeals</li> <li>▪ Project documents,</li> <li>▪ Annual narrative reports,</li> <li>▪ Assessment reports</li> <li>▪ Field visits</li> </ul>

### 6.4 Civil Society for Accountable Governance and Economic Justice

<b>Overall Goal</b>		
Poor and vulnerable people in marginalized areas of Sudan are empowered for realization of their civic, economical and political rights, particularly focusing on women, youth and minorities.		
<b>Specific Objective 1</b>	<b>Indicators</b>	<b>Sources of verification</b>
Religious leaders and faith-based partners are recognized as relevant actors for accountable governance.	1) 80 % of faith-based partners are taking initiatives to secure involvement and engagement in accountable governance.  2) Number of national policies and governance issues that faith-based organisations have actively engaged in	<ul style="list-style-type: none"> <li>▪ Annual reports</li> <li>▪ Media coverage</li> <li>▪ Statements and press releases</li> <li>▪ Partner dialogue meetings</li> </ul>

	increased by 40%.  3) 40% of people engaged in accountable governance are women.	
<b>Expected Result:</b>	<b>Indicators</b>	<b>Sources of verification</b>
<p>1.1 - Civil society and faith based organisations promoting accountable governance and empowering women.</p> <p>1.2 - Faith based organisations have competence in rights-based approaches, economic and political literacy, accountable management and transparency, and knowledgeable to hold authorities accountable.</p> <p>1.3 - NCA is supporting core partners' programs that specifically address civic education at community level.</p> <p>1.4 - NCA has contributed to the development of an independent media that is active in civic education, including the dissemination of the peace accord.</p>	<p>80% of NCA`s cooperating civil society organizations and faith-based organizations actively participate in discussions on policy formulation.</p> <p>1) All NCA partners are trained in RBA</p> <p>2) 3 partners have been trained in economic and political literacy, accountable management and transparency.</p> <p>All NCA partners are involved in accountable governance issues related to local authorities in their project areas.</p> <p>1) One independent printing facility established in South Sudan.</p> <p>2) One independent newspaper and one independent radio station covering the whole South Sudan operational.</p> <p>3) 60 journalists trained in journalistic ethics and principles of independent journalism.</p>	<ul style="list-style-type: none"> <li>▪ Project reports</li> <li>▪ Baseline Studies</li> <li>▪ Newspaper coverage</li> <li>▪ Radio coverage</li> <li>▪ Partner dialogue meetings</li> </ul>
<b>Specific Objective 2</b>	<b>Indicators</b>	<b>Sources of verification</b>
Civil Society and faith-based organizations strengthened to play an active role as "watchdogs" and influence on government in policy and decision-making.	All NCA partners are capable to engage in advocacy work on the rights holders' and duty bearers' rights and obligations.	<ul style="list-style-type: none"> <li>▪ Partners annual reports</li> <li>▪ Partners dialogue meetings</li> </ul>
<b>Expected results</b>	<b>Indicators</b>	<b>Sources of verification</b>
<p>2.1 - SCC and national churches have regained their strength to positively influence the implementation of the CPA.</p> <p>2.2 - SCC has re-established management competence and capacity to undertake work in this field.</p> <p>2.3 - Partners have improved capacity in leadership financial management, communication, fundraising, advocacy and relevant topics necessary for a strong and viable organization.</p>	<p>SCC and national churches are obtaining financial support from partners and other donors for relevant projects</p> <p>SCC has competence and capacity to implement programmes.</p> <p>80 % of NCA`s partners has trained and committed staff and governing bodies sufficient to run the organisation smoothly.</p> <p>Performance and level of activity in civil society and faith based organizations increased by 40%.</p> <p>1) 75% of NCA partners are actively engaged in advocacy to improve the situation at local community level.</p>	<ul style="list-style-type: none"> <li>▪ Partners project documents, annual financial and narrative reports</li> <li>▪ Partner dialogue meetings</li> <li>▪ Press releases and media coverage</li> <li>▪ Election results</li> </ul>

2.4 - Civil society and faith-based organisations are monitoring the performance of government, UN and World Bank (WB) in Sudan.  2.5 - Civil Society and faith-based organisations have prepared voters in local communities for the elections in 2009 and monitored the election in collaboration with international networks.	2) 80 % of NCA`s partners have conducted civic education training at local community level.  3) NCA partners engaged in preparation and monitoring of the 2009 elections.	
<b>Specific Objective 3</b>	<b>Indicators</b>	<b>Sources of verification</b>
Civil Society and faith-based organizations strengthened to play an active role in advocating for increased service delivery on water, education, health etc from government.	80% of NCA supported civil society actors and faith-based organizations actively engaged in advocacy for government service delivery.	<ul style="list-style-type: none"> <li>▪ Partners reports</li> <li>▪ Partner dialogue meetings</li> </ul>
<b>Expected results</b>	<b>Indicators</b>	<b>Sources of verification</b>
3.1 - NCA`s partners are aware of their important role in advocating for increased service delivery from the government.  3.2 - NCA`s partners are actively advocating for basic service delivery from the government.	All NCA`s partners have participated in relevant training workshops.  80% of NCA`s partners actively engaged in advocacy for improved basic service delivery by the government.	<ul style="list-style-type: none"> <li>▪ Project documents, annual financial and narrative reports</li> <li>▪ Press releases and media coverage</li> <li>▪ Partner dialogue meetings</li> </ul>

## 6.5 Education for participation of poor and vulnerable

<b>Overall Goal</b> Poor and vulnerable groups have acquired knowledge and skills.		
<b>Specific Objective 1</b>	<b>Indicators</b>	<b>Sources of verification</b>
Increased access to basic education for women, girls and poor people	1) The percentage of those enrolled and retained in basic education increased by 50%.  2) Pupils are assessed and passed exam.  3) Reduction in girls' drop out rates by 50%.	<ul style="list-style-type: none"> <li>▪ School statistics</li> <li>▪ Field visits</li> <li>▪ Reports from schools and local authorities</li> <li>▪ Exam results</li> </ul>
<b>Expected results</b>	<b>Indicators</b>	<b>Sources of verification</b>
1.1 - Pupils attend and complete school cycle.  1.2 - Communities are encouraging education for all and are actively involved in organizing education activities.	1) The percentage of beneficiaries in schools supported by NCA and partners is noticeably increased.  2) 70% percent increase of pupils who pass examination in schools supported by NCA and partners.  Increased involvement of partners, PTA, educational NGOs and authorities in educational matters.  Reduction in girls drop out rates by 15%	<ul style="list-style-type: none"> <li>▪ School statistics and reports</li> <li>▪ Interviews with teachers and parents</li> </ul>

1.3 - Awareness created among parents for higher enrolment and attendance of girls in primary schools.		
<b>Specific Objective 2</b>	<b>Indicators</b>	<b>Sources of verification</b>
A national program developed for training of quality teachers through partnership with relevant education ministries.	1) Appropriate, well defined curriculum is developed and in use. 2) Adequate and well functioning training facilities for teachers are established. 3) Sufficient number of competent tutors are trained and employed.	<ul style="list-style-type: none"> <li>▪ Reports and relevant statistics from the colleges</li> <li>▪ Curriculum from relevant education ministries</li> </ul>
<b>Expected results</b>	<b>Indicators</b>	<b>Sources of verification</b>
2.1 - Competent class teachers graduated. 2.2 - Class teachers trained to address psychosocial needs of the children. 2.3 - Traumatized pupils exhibit positive behaviour change and concentrate on studies.	600 teachers trained.  All graduated teachers have a child centred approach to teaching.  100 teachers trained to handle traumatized pupils.	<ul style="list-style-type: none"> <li>▪ Reports and visits</li> <li>▪ Statistics</li> </ul>

<b>Specific Objective 3</b>	<b>Indicators</b>	<b>Sources of verification</b>
Youth and adults have access to skills trainings.	1) Qualified tutors are available in all school and learning institutions supported by NCA and partners.  2) Relevant tools for training are available in all schools and learning institutions supported by NCA and partners.  3) Training manuals are developed and in use at all schools in the areas where NCA and partners are working.	<ul style="list-style-type: none"> <li>▪ Training record</li> <li>▪ Reports</li> <li>▪ Field visits</li> </ul>
<b>Expected results</b>	<b>Indicators</b>	<b>Sources of verification</b>
3.1 - Marginalized and vulnerable groups have attained enough knowledge and skills for self-employment.	The number of self-employed people in the areas where NCA and partners are working has increased with 30%.	<ul style="list-style-type: none"> <li>▪ Reports</li> <li>▪ Interviews</li> <li>▪ Records</li> </ul>

## 6.6 Faith Communities address HIV and AIDS

<b>Overall Goal</b> HIV and AIDS prevalence is controlled among population.
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<b>Specific Objective 1</b>	<b>Indicators</b>	<b>Sources of verification</b>
Communities have acquired information and knowledge about HIV and AIDS infections to control the spread of infection.	NCA and partners are supporting 40 awareness creation activities carried out in schools, public meetings, workshops and seminars with a total of 1000 participants.	<ul style="list-style-type: none"> <li>▪ Project documents</li> <li>▪ Policy documents</li> <li>▪ Annual Narrative reports</li> <li>▪ Partnership agreements</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Monitoring and evaluation reports</li> <li>▪ Assessment</li> </ul>
<b>Expected Results</b>	<b>Indicators</b>	<b>Sources of verification</b>
<p>1.1 - People living with HIV carry out their normal duties in the community.</p> <p>1.2 - NCA Partners and local communities in the areas where NCA is working are advocating the negative effect of HIV and AIDS and disseminate information on how this is spread.</p> <p>1.3 IEC materials are available.</p>	<p>All People affected with HIV and AIDS are known and accepted in the communities where NCA and partners are working.</p> <p>Counselling centres are established in all areas where NCA and Partners are operating.</p> <p>Relevant material is available and used in all counselling centres</p>	<ul style="list-style-type: none"> <li>▪ Project documents, policy documents</li> <li>▪ Annual reports</li> <li>▪ Partnership agreements</li> <li>▪ Monitoring and evaluation reports</li> </ul>
<b>Specific Objective 2</b>	<b>Indicators</b>	<b>Sources of verification</b>
Stigmatisation is eliminated and PLHIV live normally with the community.	People living with HIV (PLHIV) involved in normal public life increased by 30%.	<ul style="list-style-type: none"> <li>▪ Project documents</li> <li>▪ Policy documents</li> <li>▪ Annual reports</li> <li>▪ Partnership agreements</li> <li>▪ Monitoring and evaluation reports</li> </ul>
<b>Expected Results</b>	<b>Indicators</b>	<b>Sources of verification</b>
<p>2.1 - PLHIV are integrated and living normally within the community.</p> <p>2.2 - PLHIV have openly declared their situation.</p>	<p>PLHIV involved in normal public life increased by 30%.</p> <p>Functioning associations or clubs for people PLHIV.</p>	<ul style="list-style-type: none"> <li>▪ Project documents</li> <li>▪ Policy documents</li> <li>▪ Annual reports</li> <li>▪ Partnership agreements</li> <li>▪ Monitoring and Evaluation reports</li> </ul>

## 6.7 Equity through Economic, Social and Cultural Rights of the Poor

<b>Overall Goal</b>
Poor and vulnerable women and men are living in dignity to enjoy their basic rights.

<b>Specific Objective 1</b>	<b>Indicators</b>	<b>Sources of verification</b>
Establishment of sound, sustainable environmental services for the poor and marginalized people in water supply, sanitation and hygiene promotion.	<p>1) 80 % reduction in waterborne diseases.</p> <p>2) 80 % of target population have improved health situation.</p> <p>3) 75 % reduced infant mortality.</p> <p>4) Reduced time spent on water collection by women and girls.</p> <p>5) Increased enrolment in schools of girls as a result of reducing time for collection of water.</p>	<ul style="list-style-type: none"> <li>▪ Project documents</li> <li>▪ Policy documents</li> <li>▪ Annual Narrative reports</li> <li>▪ Partnership agreements</li> <li>▪ Financial reports</li> <li>▪ Monitoring and evaluation reports</li> <li>▪ School records</li> </ul>
<b>Expected Results</b>	<b>Indicators</b>	<b>Sources of verification</b>
1.1 - Construction of 200 viable, fully functioning and adequate managed water supplies, serving 10,000 poor people.	<p>1) Rights holders within 500m of water point.</p> <p>2) Water quality meets WHO criteria 85% of time.</p>	<ul style="list-style-type: none"> <li>▪ Monitoring visits</li> <li>▪ Field surveys</li> <li>▪ Project reports</li> <li>▪ Observations</li> </ul>

1.2 - Community based management and cost recovery system established and functioning.	Routine and preventive maintenance undertaken satisfactorily on 70% of water systems.	
1.3 - Established community water committees in all targeted villages.	O&M budgets produced in 60% of the target villages.	
<b>Specific Objective 2</b>	<b>Indicators</b>	<b>Sources of verification</b>
Increased awareness and action related to environmental and sustainable use of resources.	Environmental related initiatives in areas and projects supported by NCA and partners increased by 50%.	<ul style="list-style-type: none"> <li>▪ Project documents and reports</li> <li>▪ Field visits</li> <li>▪ Partner dialogue meetings</li> </ul>
<b>Expected Results</b>	<b>Indicators</b>	<b>Sources of verification</b>
2.1 – Alternative to burned bricks is used as building materials in all projects supported by NCA and partners.	Use of burned bricks in buildings constructed by NCA and partners reduced by 80%.	<ul style="list-style-type: none"> <li>▪ Monitoring reports</li> <li>▪ Contracts</li> <li>▪ Field visits</li> <li>▪ Partner dialogue meetings</li> </ul>
2.2 – Tree planting introduced for production of firewood and soil protection.	1) Tree planting initiatives in all areas where NCA and partners are working.	
2.3 – Use of alternative resources for electricity.	Use of solar system has increased with 40% in areas where NCA and partners are working.	
2.4 – Increased knowledge and action related to proper deposition of garbage.	Proper deposition of garbage in 75% of schools and health institutions supported by NCA and partners.	
<b>Specific Objective 3</b>	<b>Indicators</b>	<b>Sources of verification</b>
Food security for resource poor farmers is increased by stabilized, diversified and increased agricultural production in order to attain food sufficiency.	1) Diversified and local produce available in marked.	<ul style="list-style-type: none"> <li>▪ Reports</li> <li>▪ Statistics</li> <li>▪ Monitoring visits</li> <li>▪ Observations</li> </ul>
	2) Increased income from agricultural production.	
	3) No of months the food stores last are increased.	
<b>Expected Results</b>	<b>Indicators</b>	<b>Sources of verification</b>
6.7.3.1 - Agricultural production stabilized, diversified and increased by 100 %.	1) Seeds and adequate agricultural tools distributed to farmers increased by 50%.	<ul style="list-style-type: none"> <li>▪ Reports</li> <li>▪ Statistics</li> <li>▪ Market surveys</li> <li>▪ Crop &amp; harvest surveys</li> </ul>
	2) Increased yield and productivity of main crops by 50% in the target area.	
<b>Specific Objective 4</b>	<b>Indicators</b>	<b>Sources of verification</b>
Accessibility to affordable and acceptable primary health care services.	Functioning HCU and HCS in all areas where NCA is operating.	<ul style="list-style-type: none"> <li>▪ Reports</li> <li>▪ Statistics</li> <li>▪ Surveys</li> </ul>
<b>Expected Results</b>	<b>Indicators</b>	<b>Sources of verification</b>
4.1 - Primary health care services in place, functioning and affordable for the local population.	1) Coverage of clinics and health units in areas where NCA and partners are working increased by 40%.	<ul style="list-style-type: none"> <li>▪ Reports</li> <li>▪ Statistics</li> <li>▪ Field visits</li> <li>▪ Partner dialogue meetings</li> </ul>
	Community morbidity rates reduced by 40%.	

### Links between Partners and Program Objectives:

Core Partners	Type of Organisation	Geographic Focus	Intervention
DOT ( Diocese of Torit / Catholic )	Core partner	Eastern Equatoria	Health/education
Sudanaid	Core partner	Darfur, Khartoum	Health/education
Sudo	Core partner	Darfur	Water/health/education peace building
SCC	Core partner	Darfur/South Sudan	HIV and AIDS, radio, education
CEAS	Core partner	South Sudan	Emergency response resettlement
Africa Inland Church ( AIC )	Core partner	South Sudan	Education, health
Resource Organisations			
Sudan National Committee on Harmful Traditional Practices (SNCTP)	Resource partner	Khartoum , Nuba Mountains	FGM
SUDO	Resource partner	Darfur, Khartoum	Human rights
SudMedia / Juba Media	Resource partner	Khartoum, South Sudan	Media, printing
Strategic Alliances			
South Sudan Youth Participation Agency ( SSYP A )	Strategic Alliance	South Sudan	Good governance, peace and reconciliation

## 7.0 Rationale for Choice of Partners, Resource Organisations, and Strategic Alliances

NCA has three main categories of partners:

**Core partners:** These are diaconal ministries of churches such as Sudan Council of Churches, Diocese of Torit and Sudan Aid (Catholic Church of Sudan) and Africa Inland Church.

**Resource partners:** These are organizations with specific professional experience and skills such as Sudan Social Development Organization (SUDO), which is specialised in Human rights and water. Another professional organization working as partner with NCA Sudan is Sudanese National Committee for Traditional Practices (SNCTP) which is specialised in Female Genital mutilation (FGM).

**Strategic alliances:** Current strategic alliances are with organizations and youth networks such as SSYP A and Change Maker Sudan (CMS). Furthermore we consider other ecumenical organisations, which are family members of ecumenical movements, i.e. members of Action by Churches Together (ACT) such as DanChurchAid (DCA), Christian Aid (CA), ICCO and Lutheran World Federation (LWF), World Council of Churches etc, as strategic partners.

## **7.1 Capacity of NCA Partners**

During the civil war, civil society and particularly faith based organisations were the only structures that provided services and assistance to the local population. The churches ran schools and health facilities and provided emergency relief to war affected communities. After the establishment of GoSS, much of the human capacity developed through decades in civil society has been shifted to the government structures. This is crucial to the development of government structures, but has left the civil society in a very weak position and in many ways back to "square one". At the same time international donors need to be encouraged to support civil society and NGOs as independent and strong actors for the development of the "watchdog" role in society, rather than as agents engaged purely in service delivery.

### **Strength:**

The partners' strength lies in their knowledge of the local environment and language, and in the fact that most of their staff have the necessary skills to enable them to carry out their work. Most of the core partners have buildings, assets and the necessary equipment to implement projects.

### **Weaknesses:**

The transition to a post war situation still has consequences structurally for the way some partners operate. This applies particularly to meeting donor requirements and accountability. Increased demands from more development orientated funding sources in terms of accountability and targeting of assistance, require a much more long term structured approach to programming than the short term and often reactive nature of operations in a war zone. If one couples this with the fact that as in other post war transitional states staff trained within civil society have been attracted to better salaries within the government and political/administrative sphere, one begins to understand some of the challenges faced by CBO's.

### **Opportunities:**

Good relationship with community and government, and the core partners are trusted by the congregations.

### **Threats:**

Because of low salaries, and in some cases a lack of clarity about future goals, partners find it difficult to retain qualified staff. Other organizations and UN agencies with good salaries are attractive for staff of NCA partners.

Issues of participation in political decisions and participation of marginalised groups such as women and youth as well as equity issues are addressed by NCA Core partners. Protection issues fall within the scope of resource partners of NCA especially SUDO. There are NCA partners with the potential to address issues on the macro socio-economic level, but their capacities need to be strengthened.

## **7.2 Partnership Strategy**

Some NCA partners such as SCC and SudanAid are about to decentralize their activities within humanitarian and development work to the regional or diocesan level. For SCC this means to regional offices and Inter Church Committees and for SudanAid to the Dioceses. This will make it necessary for NCA to start working more on a local level with these partners, which could be a positive development. But as we already know that capacity levels are already challenged, it will take more of an effort to build that capacity on a decentralised level.

Building competence and capacity is a crucial an issue that also refers to other partners than those mentioned above. It will be built on partner capacity assessments, both partners self assessment, as well as assessment by NCA staff and others. As several ecumenical agencies, partnering with the same organisations are moving into Sudan, we will increase the effort to pool resources and make coordinated capacity building plans with these agencies.

As we will continue to work with partners, according to the traditional NCA approach, NCA Sudan will also have to build and maintain its own operational capacity, particularly with reference to what has been said earlier concerning the funding situation and strategies, and increased demands of donor conditionality which may not always synchronise with current partner abilities.

A position as Partner Liaison and Capacity Building Coordinator within the NCA will assess the needs for competence building and support to the partners in order to enable them to be implementing partners for more programmes and projects.

### 7.3 Overview of Partners

#### Core Partners

1. Diocese of Torit ( Catholic Church ) ( DOT )
2. Africa Inland Church ( AIC )
3. Sudan Council of Churches ( SCC )
4. Sudan Catholic Bishops Conference / Sudanaid ( SCBC )
5. Sudan Social Development Organisation ( SUDO )
6. Church Ecumenical Action in Sudan ( CEAS )

#### Resource Partners

1. Sudan Social Development Organisation ( SUDO )
2. Sudan National Committee on Harmful Traditional Practices ( SNCTP )

#### Strategic Alliances

1. South Sudan Youth Participation Agency ( SSYPA )
2. Changemaker Sudan ( CMS )

Partner profiles:

<b>Name of partner</b>	<b>Diocese of Torit (DOT) (Catholic Church)</b>
<b>Year of Foundation</b>	March 2, 1983.
<b>Mission</b>	In our role as a Prophetic and Missionary Church we minister to the needs of the whole human person. Spiritually and materially, we proclaim the Good News, provide for Christian growth, Discipleship, Vocations and encourage cultural elements in our Liturgy
<b>Constituency</b>	7 parishes
<b>Geographic Focus</b>	Torit town
<b>Thematic Focus</b>	Education Health Water Hygiene and sanitation Education Food security Community empowerment Capacity building
<b>Strategies</b>	Humanitarian activities, health and education
<b>Role in Civil Society</b>	Development ,building capacity and peace and justice advocacy
<b>Particular Achievements</b>	Health and education activities

<b>Relationship with NCA</b>	Core partner
<b>Start of Cooperation</b>	
<b>NCA's rationale for relationship</b>	Main civil society actor in Eastern Equatoria.
<b>Planned increase; decrease; phase-out</b>	Increase
<b>Strategic Potential for Future Cooperation</b>	Service delivery, mobilisation of local communities, networking an linkages
<b>Partners, other than NCA</b>	Caritas, private donors.

<b>Name of partner</b>	<b>Africa Inland Church (AIC)</b>
<b>Year of Foundation</b>	1980s
<b>Mission</b>	Catalyst for reinterpretation, empowerment and in unity in the Reformed family, in close cooperation with the wider ecumenical family.
<b>Constituency</b>	Congregation of AIC
<b>Geographic Focus</b>	South and South Sudan
<b>Thematic Focus</b>	Health Education
<b>Strategies</b>	Humanitarian work
<b>Role in Civil Society</b>	Provision of humanitarian services to the community through education and health
<b>Particular Achievements</b>	Health and education activities
<b>Relationship with NCA</b>	Core Partner
<b>Start of Cooperation</b>	1980s
<b>NCA's rationale for relationship</b>	Strategic Alliances
<b>Planned increase; decrease; phase-out</b>	Stable, decrease
<b>Strategic Potential for Future Cooperation</b>	Service delivery, mobilisation of local communities, networking an linkages
<b>Partners, other than NCA</b>	Private donors

<b>Name of partner</b>	<b>Sudan Council of Churches (SCC)</b>
<b>Year of Foundation</b>	1967
<b>Mission</b>	To support the churches in developing their spiritual, material and intellectual resources; to enhance and promote peace, justice, equality, and respect of human rights in the country irrespective of ethnicity, creed or sex.
<b>Constituency</b>	Humanitarian assistance
<b>Geographic Focus</b>	North-Sudan Khartoum (Northern Sudan, Western Sudan Regions), South-Sudan (Equatoria, Upper Nile, and Bahr-El Ghazal regions)
<b>Thematic Focus</b>	Primary Health Care, HIV and AIDS, Christian Family Life Programme, Education in Juba Southern Sudan
<b>Strategies</b>	Social services and development
<b>Role in Civil Society</b>	Ecumenical body for Sudanese Churches
<b>Particular Achievements</b>	<ul style="list-style-type: none"> <li>- Provide health services for the needy people by running clinics and HIV and AIDS</li> <li>- Provide education to the church and community schools in form of materials supplies, teachers training, school fees and support to girls who have dropped out.</li> <li>- Building capacity of the church personnel (women youth) by provided scholarship for long and short courses.</li> <li>- Peace building and advocacy work.</li> <li>- Mass media services through National and State TV.</li> </ul>
<b>Relationship with NCA</b>	Core partner
<b>Start of Cooperation</b>	1980s

<b>NCA's rationale for relationship</b>	Strategic Alliances
<b>Planned increase; decrease; phase-out</b>	Decrease and phase out
<b>Strategic Potential for Future Cooperation</b>	Networking and linking NCA with the local churches
<b>Partners, other than NCA</b>	World Council of churches (WCC), All Africa Conferences of Churches (AACC), Action by Churches Together ACT, Dan Church Aid (DCA), Christian Aid (CA), Inter Act Sweden, and Sudan Ecumenical Forum.

<b>Name of partner</b>	<b>Sudan Catholic Bishop's Conference – Sudanaid (SCBC-SA)</b>
<b>Year of Foundation</b>	1970s
<b>Mission</b>	
<b>Constituency</b>	Composition of seven Dioceses
<b>Geographic Focus</b>	The whole country
<b>Thematic Focus</b>	Spiritual and Development work
<b>Strategies</b>	Pastoral work, and development through dioceses
<b>Role in Civil Society</b>	Development, building capacities, peace and Justice Advocacy
<b>Particular Achievements</b>	<ul style="list-style-type: none"> <li>- Provide education assistance for the IDPs university students.</li> <li>- Training workshops on peace and advocacy</li> </ul>
<b>Relationship with NCA</b>	1993
<b>Start of Cooperation</b>	1993
<b>NCA's rationale for relationship</b>	Core partner
<b>Planned increase; decrease; phase-out</b>	Phase out to the diocesan levels.
<b>Strategic Potential for Future Cooperation</b>	Education, Gender Base Violence, HIV and AIDS and Peace and Reconciliation
<b>Partners, other than NCA</b>	CARITAS, WFP, CORDAID, CAFOD, Trocaire

<b>Name of partner</b>	<b>Sudan Development Organization (SUDO)</b>
<b>Year of Foundation</b>	2001
<b>Mission</b>	SUDO aims to contribute in the creation of a general Human Rights movement capable of defending itself and seeking a society free from all forms of Human Rights violations
<b>Constituency</b>	Human Rights
<b>Geographic Focus</b>	North Sudan, Darfur
<b>Thematic Focus</b>	Emergency Relief, water and sanitation, peace building, health and nutrition,
<b>Strategies</b>	Planning and implementation of various development programmes and projects, cooperation with other NGOs and the institutions that have similar objectives, establishing training, research and study centres for advocacy and lobbying on human Rights.
<b>Role in Civil Society</b>	SUDO is a Human Right based organization actively involved in networking.
<b>Particular Achievements</b>	<ul style="list-style-type: none"> <li>- The implementation of Human Rights advocacy projects</li> <li>- Provision of basic services for people in distress</li> <li>- Peace building projects.</li> <li>- Circa 20 projects funded by different donors implemented. In these projects people were trained in basic Human Rights concepts with emphasis on issues related to vulnerable categories like women and children.</li> <li>- Water was also provided to about 8000 families in various parts of the country and 4 clinics in Darfur and 2 in Kassala are being supported.</li> <li>- Health campaigns launched in different parts of the country.</li> </ul> <p>In almost all its interventions SUDO has tackled issues of</p>

	community empowerment through educating people about managing their resources and preliminary awareness about Human Rights.
<b>Relationship with NCA</b>	Since 2003
<b>Start of Cooperation</b>	2003
<b>NCA's rationale for relationship</b>	Both Core and Resource partner
<b>Planned increase; decrease; phase-out</b>	Increase
<b>Strategic Potential for Future Cooperation</b>	Human Rights, water and sanitation, and Peace building
<b>Partners, other than NCA</b>	UNDP, British Embassy, French Embassy, Concern, Sudanaid , Kid for Kids, ACT / Caritas and Trocaire

<b>Name of partner</b>	<b>Church Ecumenical Action Sudan (CEAS)</b>
<b>Year of Foundation</b>	1989
<b>Mission</b>	Is envisaged to strengthened Churches and other institutions that are able to mobilize their communities to take charge of their rehabilitation, reconstruction and development aspirations
<b>Constituency</b>	Churches and faith base organizations
<b>Geographic Focus</b>	South-Sudan
<b>Thematic Focus</b>	Relief assistance and humanitarian work
<b>Strategies</b>	<ul style="list-style-type: none"> <li>- Partnership with the Government</li> <li>- Institutional and Organisational management</li> <li>- Transparent and Financial management</li> <li>- Advocacy, Mobilisation of resources</li> <li>- Health financing mechanisms</li> <li>- Human Resource Development</li> <li>- Quality of Care</li> <li>- Networking and Information</li> <li>- HIV and AIDS, and PHC.</li> </ul>
<b>Role in Civil Society</b>	Humanitarian and relief assistance wing for Sudanese churches
<b>Particular Achievements</b>	Education Provide health services Peace building
<b>Relationship with NCA</b>	Partner
<b>Start of Cooperation</b>	
<b>NCA's rationale for relationship</b>	Core partner
<b>Planned increase; decrease; phase-out</b>	Decrease
<b>Strategic Potential for Future Cooperation</b>	Advocacy, HIV and AIDS, Networking and Information, Human Resource Development
<b>Partners, other than NCA</b>	Dan Church Aid (DCA), Finn Church Aid (FCA), CAFOD, Caritas donors, Miserior, ICCO and Cordaid.

<b>Name of partner</b>	<b>Sudan National Committee on Traditional Practices (SNCTP)</b>
<b>Year of Foundation</b>	1985
<b>Mission</b>	Is to raise awareness of vulnerable groups on their socio-economic and cultural rights through training workshops, seminars, debates sessions & community conversation techniques
<b>Constituency</b>	Targeting all Sudanese Communities and has 15 branches all over the country.
<b>Geographic Focus</b>	Khartoum, Northern Darfur (El-Fashir), Western Kordofan (Al-Foula), Southern Darfur (Nyala), Western Darfur (El-Geniena), Southern Kordofan (Kadugli), White Nile (Kosti), Sinnar, Blue Nile (El-Damazine), Kassala, El-Gadarief, El-Gazira (Medani), River Nile (Atbara), Northern (Dongola) and Red Sea (Port-Sudan) states
<b>Thematic Focus</b>	Gender based violence (FGM, GCM, VAW, and HIV and AIDS)

<b>Strategies</b>	Advocacy, community mobilization, and empowerment of most vulnerable groups (women and children)
<b>Role in Civil Society</b>	Resources partner
<b>Particular Achievements</b>	<ul style="list-style-type: none"> <li>- TOT workshops on FGM/HTPs/AIDS for religious leaders, chiefs, midwives and youths</li> <li>- Sensitization sessions for lactating and pregnant mothers/women on FGM negative consequences, religious views and HIV and AIDS</li> <li>- FGM/HTPs, HIV and AIDS and rights related issues taught to pupils as part of an integrated program.</li> <li>- Community health education sensitization sessions covering issues on GBV (Religious views on FGM, FGM negative consequences, child marriage complications, women and child rights and HIV and AIDS).</li> <li>- Copies of booklets on Islamic religious views to FGM produced and distributed to partners and project beneficiaries in urban &amp; rural areas.</li> </ul>
<b>Relationship with NCA</b>	2003
<b>Start of Cooperation</b>	2003
<b>NCA's rationale for relationship</b>	Resource partner
<b>Planned increase; decrease; phase-out</b>	Increase
<b>Strategic Potential for Future Cooperation</b>	To expand coverage areas
<b>Partners, other than NCA</b>	ICCO , Safe Children Fund SCF/Sweden & IAC

<b>Name of partner</b>	<b>South Sudan Youth Participation Agency (SSYP)</b>
<b>Year of Foundation</b>	
<b>Mission</b>	Effective and meaningful youth involvement through the development of the communities that have been so severely torn apart by the devastation of war
<b>Constituency</b>	A network of 47 youth organizations in southern Sudan
<b>Geographic Focus</b>	Southern Sudan
<b>Thematic Focus</b>	HIV and AIDS education and awareness, mine education and awareness, psychosocial support programs, community peace building and reconciliation, skills training and other local rehabilitation efforts.
<b>Strategies</b>	promotes effective and meaningful youth involvement in the development
<b>Role in Civil Society</b>	Role of the Youth in Post-conflict Sudanese Society
<b>Particular Achievements</b>	Worked as election monitors in the elections in Tanzania and Uganda in 2005 and 2006. Issuing newsletters. Accepted as observers in the National Assembly of Southern Sudan.
<b>Relationship with NCA</b>	Strategic partner
<b>Start of Cooperation</b>	2006
<b>NCA's rationale for relationship</b>	Partner
<b>Planned increase; decrease; phase-out</b>	Increase
<b>Strategic Potential for Future Cooperation</b>	Increase youth capacities, leading to increased participation at the community level in a wide range of development initiatives. Facilitates greater collaboration among its member organizations.
<b>Partners, other than NCA</b>	CIDA

<b>Name of partner</b>	<b>Change Maker Sudan (CMS)</b>
<b>Year of Foundation</b>	January 1996
<b>Mission</b>	As active Youth constituency on peace advocacy for just and lasting peace
<b>Constituency</b>	Youth groups, university Students.
<b>Geographic Focus</b>	North Sudan (Khartoum), South Sudan (Wau and Juba)
<b>Thematic Focus</b>	Youth capacity on leadership, peace building, Gender and Health, HIV and AIDS
<b>Strategies</b>	Advocacy, youth mobilization and empowerment
<b>Role in Civil Society</b>	Development of youth leadership capacities and peace building
<b>Particular Achievements</b>	Exchange programme and visits with Change maker Norway, Nile peace voyage, campaigned in debts cancellation.
<b>Relationship with NCA</b>	1996, as apart from NCA's civil society development and support
<b>Start of Cooperation</b>	1996
<b>NCA's rationale for relationship</b>	It is an active local youth implementing agent in major themes such as peace, HIV and AIDS as well as playing an important role in civil society movement in Sudan.
<b>Planned increase; decrease; phase-out</b>	Stable, Increase
<b>Strategic Potential for Future Cooperation</b>	Strategic alliance
<b>Partners, other than NCA</b>	Sudan Council of Churches, Change Maker Norway.

## 8.0 NCA Contributions

As a result of the presentation of partners, together with increased demands from donors and requirements put forward by the MDTF, it is implied that NCA will need to complement partners by taking on a semi-operational role. The following modes of operation will be implemented;

- a) Partnership approach with local churches and local NGOs with particular focus to strengthen partners organizational and institutional capacities as well to build their ability to be active and effective advocates for sustainable development, human security and human right with focus to empower the poor and marginalized, particularly women.
- b) NCA should be operational or semi-operational to access the Multi Donor Trust Fund and make meaningful contribution to the critically needed social services that
  - (i) would improve the human dignity of the people who have been marginalized for far too long, Restoring peoples lives as well as livelihood are important for a meaningful CPA process and the return of refugees. The importance of social services should not be undermined in this interim period before the referendum.
  - (ii) NCA should set solid foundation into relevant development process that ensures, includes and empowers the right owners of development (community based organizations, communities and local administration),
  - (iii) NCA should open doors for our church partners to join the efforts of building their communities/country, since at the moment they are not able to access the MDTF,
  - (iv) NCA - with the historical and strategic relations it has in the country, ( particularly in the South) ,organizational competence and the capacity it owns, and institutional credibility it enjoys, NCA is positioned to access considerable amount of fund where MFA and others have decided to place their contribution. We believe that NCA reputation with the GOSS would be of benefit in the process of approaching MDTF- within the local government plans and priorities.

(v) Speedy visible infrastructure improvement and effective social service delivery is a proven strategy to prepare people for peaceful transition when the region is moving to a very difficult period of referendum (This strategy is time bound, for the next 5 – 10 years).

There are several visible results of NCA's presence over time in the Sudan. One area which should be specifically mentioned is the NCA contribution to the CPA through long term employees, who played a key role in facilitation of the peace negotiations. This was possible because of their strong commitment and long term work in Sudan, and a with knowledge and connection to a wide network of people in Sudan and the region in key positions

The fact the NCA has been assisting to uphold life and well-being for people during the war, under very difficult conditions, has gained NCA a strong reputation and credibility among communities, partners and among many previous commanders, currently in the official government positions.

An NCA overview of categories of possible contributions includes:

- Facilitation and participation of meetings for different partners working on similar issues e.g. (evaluation, review and follow up meetings)
- Supporting and carrying out capacity building for NCA staff and partners in NCA competences areas e.g. (RBA, GEA, Do No Harm... etc) and assisting the improvement of project design, proposal and report.
- Networking with government and other NGOs and UN bodies e.g. (Working in collaboration with government, NGOs and UN organisations in celebration of international women's day, ERDF (Education Reconstruction Development Forum)
- Facilitate links to Norwegian or regional resources organisations that can help build the competencies for NCA core partners in thematic areas e.g. (Gender focal points meetings)
- Capacity building of partners in planning, implementation, management etc.
- Accompaniment of program implementation
- Providing network platforms for civil society actors

### **Funding trends**

Traditionally NCA Sudan has received the bulk of its funding from the Norwegian Government, NORAD or Ministry of Foreign Affairs (MFA), in addition to being the recipient of some of NCA's own funds. Funding opportunities from the MFA are expected to change in the planning period.

The MFA channels approximately 60 % of its funds for Sudan via the Multi Donor Trust Funds (MDTF), established in both the north and south. For funding, outside of NORAD, NCA Sudan needs to seek these funds locally for service delivery within education, health or water/sanitation, by applying through the MDTF.

The MDTF is managed by the World Bank, based on plans from GoNU or the GoSS respectively. For an NGO to be included in these plans, many of which focus on service delivery activities, plans need to be of a certain critical mass or scale. Funding options also exist locally, outside of the MDTF's, from UN, European Commission/EU, USAID, DFID and others who do not channel all or any of their funds through the MDTF. Because many of the national partners lack the needed capacity, for implementation as well as the ability to meet all the requirements of the donors, for NCA Sudan this will mean becoming semi or fully operational.

## 9.0 Monitoring and Evaluation

### North and South Sudan Operations

The merging together of formerly Nairobi based and Khartoum based operations in a unified management structure will necessitate the need to review monitoring and evaluation systems, as will changing patterns of donor funding and reporting conditionality and increased expectations of staff capacity.

### Darfur

The relatively self-contained operation in Darfur has its own operational monitoring and evaluation structure. This has no immediate monitoring and evaluation consequences for the country program, beyond the fact that decision making by NCA concerning its position towards the transition of the Darfur program in the future will depend on accessibility to relevant strategic information on the status and viability of the program. The following data therefore excludes Darfur operations.

### Evaluations

Necessary evaluations can be summarized as falling into the following categories:

Thematic	Geographical	Organisational	Partnerships	External Donors
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All of these evaluations should look at the quality and relevance of the aid delivered to date as well as the efficiency of delivery.

Evaluations should clearly show recommendations and a system for implementing these be put in place. Recognising the difficulties in establishing baseline data in a complex environment such as Sudan for future evaluations, evaluations will nevertheless (together with assessments) strive to establish baselines for measuring future activities.

The following evaluations are planned (some already carried out) in the period 2005 – 2009:

Subject	Category	Internal/ External	When	Comment
Peace and Reconciliation	Thematic	Internal	2007	
FGM/GBV	Thematic	Internal	2005	Carried out at regional level
Education (GAP)	Thematic	External	2007	Teacher Training done in 2006
Nuba Mountains	Geographical/ Thematic	Internal	2007/2008	
Human Resource Development	Organisational	Internal	2007	
N/S Sudan Merger Lessons Learnt	Organisational	Internal	2008	
Rationalisation of Local Offices	Organisational	Internal	2007	
Partner Capacity/Organisational development	Partnerships	Internal	2008	
SCC Lessons Learnt	Partnerships	Internal	2008	
Partnership roles: Lessons learnt and conclusions drawn	Partnerships	Internal	2008	
Civil Society/ Govt partnerships; Opportunities and Challenges	Partnerships	Internal	2008 (late)	

## Monitoring Systems

Monitoring systems will focus on strengthening both preliminary planning and reporting procedures. Logical frameworks will be used as the basis for project cycle management, and as a way of ensuring that proper baseline studies (assessments) are carried out. In light of the probability of increased requirements from donors, this will necessitate continued work with developing staff capacities.

Poor communications should not hinder accountability concerning reporting and project management, and improving accountability and transparency will therefore be a subject on which the programme will focus in particular.

Increased demands concerning specific technical knowledge such as environmental impact analysis will necessitate either the buy in of that knowledge or capacity building of staff.

Particular emphasis will be on accountability and corruption prevention. NCA has developed detailed routines and guidelines for overall programme management as well as new finance systems.

## 10.0 Assessments

### 10.1 Assessment of relevance of program in relation to national plans and priorities

The UN Joint Assessment Mission SUDAN (JAM). The JAM produced the "Framework for Sustained Peace, Development and Poverty Eradication", which was presented at the Oslo Donors' Conference on Sudan in April 2005.

The following sectors are covered by the JAM:

JAM Clusters	NCA Sudan Thematic Areas	NCA Global Thematic Areas
<b>Institutional Development and Capacity Building</b> a cross cutting cluster that includes: institutional assessments, civil service, and decentralisation.	<i>(Limited capacity building support in areas of data collection (?))</i>  <i>(Civil service school?)</i>	
<b>Governance/Rule of Law</b> includes rule of law, police, security, human rights, anti-corruption, media and transparency, peace-building and democratisation	Civil society for accountable governance and Economic Justice	Civil society for accountable governance
<b>Economic Policy and Management</b> including macro-economic policy, fiscal policy, public expenditure management and central banking		
<b>Productive Sectors</b> including agriculture, livestock, fisheries, forestry, irrigation and private sector development	Resettlement of IDP's and returnees	
<b>Basic Social Services</b> including health, HIV and AIDS, and education	Faith communities address HIV and AIDS Education for participation of poor and vulnerable	Faith communities address HIV and AIDS
<b>Infrastructure</b> including transport and civil works, communications, water and sanitation, and energy;	Equity through economic, social and cultural rights for the poor.	Communities for fresh water and safe sanitation

<b>Livelihoods and Social Protection</b> including demobilisation, demilitarisation and reintegration (DDR); internally displaced people (IDPs) and refugees; community driven development and employment generation; and mine action)	Equity through economic, social and cultural rights for the poor. Sustainable Recovery and Resettlement of IDP's and returnees Emergency preparedness and response	Religions for conflict resolution and peace Men and women address gender-based violence
<b>Information</b> data collection and analysis, monitoring and evaluation		

It is expected that the JAM process will lead into an Interim Poverty Reduction Strategy (IPRSP) and later a Poverty Reduction Strategy Paper (PRSP). NCA actively participated in the processes related to the JAM in 2004 & 2005 and the long term plans of NCA will be reviewed in accordance with the national and regional priorities coming out of these processes.

<b>In Country National Plans and Policies</b>	<b>NCA Sudan Thematic</b>	<b>Comment</b>
25 years national strategic plan 2005-2030 - Federal Govt of Sudan	All	The GoS National plan contains all elements of the NCA thematic subjects except Conflict transformation, civil society dev and economic justice
Government of South Sudan strategic development plan	All	Not known

Millennium Development Goals in Sudan Selected challenges:

<b>MDG</b>	<b>NCA Sudan Involvement Comment</b>
Poverty and Hunger	Yes; through all thematic areas (nb nutrition Darfur only)
Education;	Yes; through Education
Gender Equality	Yes; cross cutting, (not gender representation in parliament)
Child Mortality	Yes; through thematic area "economic, social and cultural rights for the poor."
Maternal Mortality	Yes; through thematic area "economic, social and cultural rights for the poor."
HIV and AIDS, Malaria & TB	Yes; not Malaria and TB
Environment	Yes, through "Equity through economic, social and cultural rights for the poor."
Partnership	n/a refers to mobile and fixed line access in Sudan

## 10.2 Assessment of relevance in relation to Norwegian development objectives

### Main Objectives of Norwegian Government Development Aid

<b>Norwegian Govt Development Assistance<sup>17</sup></b>	<b>NCA Sudan Thematic</b>	<b>Comment</b>
Fighting poverty and contributing towards lasting improvements in living standards and quality of life, with a focus on employment, health and education	Equity through economic, social and cultural rights for the poor  Education for participation of poor and vulnerable	HIV and AIDS cross cutting for Govt.

<sup>17</sup> 'Action Plan for Combating Poverty in the South Towards 2015' (2002) and the White Paper 'Fighting Poverty Together – A Comprehensive Development Policy' (2004) source:  
[http://www.euroresources.org/guide\\_to\\_population\\_assistance/norway/introduction.html](http://www.euroresources.org/guide_to_population_assistance/norway/introduction.html)

Promoting peace, democracy and human rights	Conflict Transformation, Peace building and protection from violence and Insecurity	HIV and AIDS cross cutting for Govt.
Promoting responsible management and utilisation of natural resources and biological diversity	Civil society for accountable governance and Economic Justice	HIV and AIDS cross cutting for Govt.
Promoting equal rights and opportunities for women and men in all areas of society	Equity through economic, social and cultural rights for the poor  Education for participation of poor and vulnerable	HIV and AIDS cross cutting for Govt.
Preventing hardship and alleviating distress arising from conflicts and natural disasters	Emergency preparedness and response  Sustainable Recovery and Resettlement of IDP's and returnees	HIV and AIDS cross cutting for Govt.

### 10.3 Assessment of Risks

- We assume that implementation of peace agreements (CPA, DPA, ESPA) will continue since otherwise this would have a negative impact on development activities. Particular reference should be made to the speed and coherence of demobilisation in the South.
- Forth coming elections (2008) particularly in the transitional areas like South Kordofan may not lead to definitive trust and reconciliation between communities
- Potential for conflicts related to land usage, tribal/ethnic issues due to scarcity of resources like water, grazing areas etc
- Access to programming areas depends on improved security; including within areas where the LRA, southern militias and Darfurian militias and armed groups are present.
- The limited capacity of some stake holders (Right holders and Duty bearers) remains. The low capacity of partners can have adverse effects on the ability to implement planned projects in a sustainable manner. This particularly concerns our main traditional partner (SCC) but is applicable to all.
- The success of programming is to a degree dependent on Government commitment towards the implementation of national plans.
- Logistical accessibility (non security) should improve over the coming five years if national government continues with planned infrastructure development
- The risk exists of unforeseen influxes of people due to displacement from areas where oil and other mineral exploration is occurring.
- The programme assumes that Government policy towards NGOs operations regarding registration, visas, expatriate staff and imports of humanitarian commodities will be positive.

### 10.4 Assessment of Sustainability

- The NCA approach which includes supporting grassroots and national organisations and networks should bear dividends from the perspective of however this is dependent on the rooting of our civil society partners within communities; and subsequent ownership by partners and communities of projects in a transparent and accountable manner
- Government attitudes and perceptions of civil society will affect the sustainability of social entrepreneurship in Sudan. A legislative environment that positively supports civil society is something that needs to be supported.
- Working closely with government structures offers both potential gains and risks to sustainability. A too close identification with government can blur external

perception of the independent values and goals of NCA, whilst on the other hand it can offer opportunities for positively influencing sustainable pro poor policies and programmes.

- Sustainability is contingent on stakeholders, both government and civil society being prepared to learn from the past
- The success with which political structures are able to develop in an accountable and transparent manner, particularly with reference to tackling corruption are key components to sustainable economic development and social empowerment of the poor and marginalised.
- Macro economic policies that include the equitable distribution of wealth throughout Sudan and pro poor policies will have an effect on the sustainability of programming.

### **11.0 Budget Estimates for 2007-2009**

<b>Year</b>	<b>2007</b>	<b>2008 (estimates)</b>	<b>2009 (estimates)</b>
<b>Amount (NOK)</b>			
<b>Sudan N/S</b>	59 million	70 million	46 million
<b>Darfur</b>	79 million	77 million	60 million
<b>Total Sudan</b>	<b>138 million</b>	<b>147 million</b>	<b>106 million</b>

## ABBREVIATIONS

CBO	Community Based Organisation
CPA	Comprehensive Peace Agreement
DDRR	Disarmament, De-mobilisation, rehabilitation and reintegration
DPA	Darfur Peace Agreement
ERDF	Education Reconstruction Development Forum
ESPA	Eastern Sudan Peace Agreement
EVI	Exceptionally Vulnerable Individual
FGM	Female Genital Mutilation
GBV	Gender Based Violence
GEA	Gender Assessment
GoNU	Government of National Unity (SPLM/NCP)
GoSS	Government of South Sudan
HTP	Harmful Traditional Practices
IDP	Internally displaced person
IEC	Information, Education, Testing.
IPRSP	Interim Poverty Reduction Strategy Paper
JAM	Joint Assessment Mission
LCP	Local Capacities for Peace
LRA	Lord's Resistance Army
MDTF	Multi Donor Trust Fund (World Bank operated)
NCA	Norwegian Church Aid
NCP	National Congress Party
PLHIV	People Living With HIV and Aids
PPP	Purchasing Power Parity
PRSP	Poverty Reduction Strategy
RBA	Rights Based Approach
SCC	Sudan Council of Churches
SGBV	Sexual Gender Based Violence
SPLM	Sudan Peoples Liberation Movement
SSYPA	South Sudan Youth Participation Agency
UNCCPR	United Nations Convention on Civil and Political Rights
UNCEDAW	United Nations Convention on the Elimination of all forms of Discrimination Against Women.
UNCESCR	United Nations Convention on Economic, Cultural and Social Rights
UNCRC	United Nations Convention on the Rights of the Child
UNMDG	United Nations Millennium Development Goals
VCT	Voluntary Counselling and Testing

## NCA SUDAN AND DERO ORGANISATION

