

Concept Paper for program interventions NCA Sudan (excluding Darfur) 2012 - 2014

Introduction

This Concept Paper outlines NCA's priorities for program interventions in Sudan (excluding Darfur) for the three year period 2012 – 2014. It builds on NCA Global Strategy 2011 – 2015 and NCA Country Plan for the same period, but adjusted to the changed humanitarian environment that has evolved in Sudan since June 2011.

NCA has been present in Sudan for more than 40 years. Our work includes peace, strengthening civil society, water and sanitation, women's rights and emergency relief. NCA has supported the people of Sudan, in times of war and in peacetime. Thanks to our long-standing and staunch presence, we enjoy great confidence, both in communities and in public structures. Our long experience has, moreover, given us solid knowledge and a valuable experience base that is extremely useful to our future work in Sudan. We will use this foundation to further develop a program that proactively connects services we deliver with capacity building in civil society and governance.

Due to the changing environment in NCA's areas of operations, this concept paper has been developed with the aim of outlining a new implementation strategy, whilst maintaining the programmatic approaches and thematic areas as previously determined in the Global Strategy and Country Plan. From being largely an implementing agency, this concept paper suggests that NCA Sudan moves towards implementation through partners, to better adapt to the developing situation in Sudan and also to be in line with NCA's overall global strategy of being a partner focused organisation.

The main intervention strategy is to provide sustainable services and contribute to peace and development by working with national NGOs, CBOs and faith based organisations. Capacity development of partner organisations underpins the program as a key approach towards all sector programs and will be mainstreamed throughout. NCA will aim at strengthening civil society from a right based approach.

When working in partnerships and relationships, NCA will take on the role of being a Facilitator, an Accompanier, a Funder, and a Broker. NCA will aim to facilitate the empowerment of right-holders as well as to challenge partners to be active co-creators of accountable governance and to take on their own responsibility as moral duty-bearers.

This Concept Paper has three parts; **Part I:** NCA Partners and New States, details how NCA plans to expand into new states and engage with new partners, **Part II:** Program; outlines NCA's forward strategic plan to shift from direct implementation to working with and supporting local NGOs, CBOs and faith communities, and **Part III:** Organisational set-up to support implementations of programs 2012 and onwards.

Background

After Sudan's civil war that ravaged the country for two decades the following period, 'the CPA period,' was marked as being a fairly peaceful period in the history of Sudan.

With the separation of South Sudan from Sudan on the 9th of July 2011, both new and old challenges continue to face Sudan. Issues unresolved by the Comprehensive Peace Agreement are now coming to a front, these issues include division of the oil resources between Sudan and South Sudan, demarcation of the new international boarder, popular consultations that were either not held (South Kordofan) or held but not living up to people's expectations (Blue Nile State), and last but not least the failure to conduct the Abyei referendum.

Status of the Millennium Development Goals in Sudan in 2010 show that 46.5% of the population in Sudan lives below the poverty line. Pneumonia, malaria, diarrhoea, and malnutrition usually still represent the major causes of under-five illness and deaths, and 102 children (in 1,000) die before the age of 5. There has been a decrease in access to safe drinking water, now standing at 58.7% and access to sanitation stands at 39.9%¹. There has been an overall increase in per capita income, however; the distribution of the income reflects regional disparities and imbalanced growth among the states due to conflict in areas such as Darfur and marginalisation in areas such as the Three Transitional Areas².

One of NCA's main areas of operations has been in the Nuba Mountains in South Kordofan State. With the onset of armed conflict in South Kordofan in June 2011, NCA's Nuba Mountains program has in effect come to a complete standstill due to issues of access. NCA has diverted its resources to assist people affected by the conflict that are in the accessible areas of South Kordofan, and have also through local partners provided humanitarian relief to displaced and host family population in North Kordofan, White Nile, and Khartoum.

There are currently no signs of a lessening of the conflict and attempts at negotiations between the two parties have so far failed. This has prompted NCA to increase the geographical areas it was considering for the next three year program plan, to not only include greater coverage in South Kordofan, but also expansion into the neighbouring states of North Kordofan and White Nile. This expansion is rooted in that the needs still outweigh the combined capacities of the Government and the national and international organisations working in Sudan. Rather than planning for a reduction or withdrawal of programs, it is evident that even further intervention is required in order to fulfil NCA's mission.

NCA's first priority is to resume activities in former areas of operation in South Kordofan, whilst simultaneously continuing discussions, which were already underway, of a possible expansion of the program into the Eastern parts of the state, especially Abu Gubeiha and Rashad localities, to cater for the identified gap in humanitarian interventions in these areas.

¹ http://www.sd.undp.org/mdg_fact.htm

² South Kordofan State, Blue Nile State and Abyei are known as The Three Transitional Areas

I. NCA Partners and New States

Partners

NCA main strategy is to work with and through partners who have proven records of being, or have the potential of developing, as professional, credible and acceptable actors both by the civil society and the authorities. Local partners will be supported to enable them to act as mobilisers of communities, to provide basic services and to engagement in public debates.

NCA has a long tradition for working with the churches and other faith based actors and will continue to do so. With the separation of Sudan and South Sudan, it is natural that the churches have revisiting their role in society. Christian communities in Sudan are a minority, however, the churches' role in the communities remain unchanged, and NCA will continue to support the churches in their work providing basic services and working for sustainable peace.

Emphases will be made to identify additional partners who can be key actors in service delivery and NCA will strengthen their capacities to meet international standards on programme planning and implementation. A number of local NGOs will be assessed in terms of their technical and operational capacity and their relationships with local communities and local governments in order to determine the possibility of future partnerships.

The local NGOs identified as Core Implementing Partners of which new partners will be further assessed before entered into partnership are:

NIDAA (new)

NIDAA means call; the name is derived to refer to the youth call for rural development. NIDAA was formed in 1998, by a group of young university students which had concerns for the development needs, especially among the most vulnerable, disadvantaged and generally impoverished groups of the Sudanese society. It has since worked under the philosophy of community participation, sustainable development and poor people first.

SOS Sahel (new)

SOS Sahel exists to give meaningful solutions to the poverty and vulnerability experienced by millions of people across the drylands of the African Sahel.

SOS Sahel believes that Sahelian poverty has its roots in the historical neglect of dryland areas, and particularly in discrimination against pastoralists (livestock herders) and nomadic groups. We argue that herding animals over rangeland is one of the most viable and productive use of drylands, which should be supported and encouraged. With natural resources becoming increasingly variable due to climate change, the case for supporting such an adaptive and ecologically sound livelihood system is overwhelming.³

SCC/ERRADA

ERRADA: The Emergency Relief, Rehabilitation and Development Agency was established by the Sudan Council of Churches in 1997 to operate as humanitarian wing of the council responsible for coordination of social service delivery, strengthening of the capacity of local churches and their network the Inter church Committees as well as the emerging community based organizations to respond to emergency, develop technical support and organizational and institutional support.

³ <http://www.sahel.org.uk/about.html>

ERRADA works with the churches to contribute to the delivery of integrated social services including basic health care, control of communicable disease, HIV awareness, promotion of access to safe drinking water, sanitation and hygiene promotion.

SNCTP

Sudan National Committee on Traditional Practices – SNCTP; is working to eliminate all forms of FGM, GBV, HIV/AIDS and to promote best practices in collaboration with all officials, public, religious lobbies and to advocate and lobby for the well being for women and children using all available financial, technological means and adopting scientific approach and traditional society dialogue.

SORD

Sudanese Organisation for Research and Development – SORD; works for strengthening capacities of civil society organisations, and through research informed advocacy and knowledge it contributes to empowering Sudanese people to actively enjoy their rights as responsible citizens.

Babikir

Babiker Badri Scientific Association for Women Studies – Babikir; is geared towards gender equality and human justice and contributing to the development of a democratic peaceful society that can offer the best quality of life to women and all citizens at large.

In addition NCA will identify and work with other faith based organisations and CBOs / for small scale civil society support such as NuWeda (Nuba Women for Education and Development) and SIRC (Sudan Inter Religious Council).

NCA will also establish relationships with organisations and institutions as resource partners and partners for strategic alliance building such as Afhad University, Roya, Suwep and NIDAA.

Further information on identified / potential implementing partners is available in Annex II.

	New partners		Existing partner				
	NIDAA	SOS	Sudan Aid/ DoE	SORD	Babikir	SNCTP	SCC/ ERRADA
Health							
Watsan							
Education							
Peace building							
Gender							
GBV ⁴							
WPS ⁵							
Emergency							

⁴ Gender Based Violence

⁵ Women, Peace and Security

States

NCA main priority will be to continue to work in **South Kordofan State** depending on access to the area. In addition NCA are in the process of exploring **North Kordofan** and **White Nile States** as new areas of intervention. The areas have been chosen based on a consideration of existing needs (high influx of IDPs from Southern Kordofan and Blue Nile and limited service infrastructure), accessibility and the likelihood of finding implementing partners to work with. Humanitarian sector leads, local NGOs and faith communities have been consulted in the process. NCAs previous experience from working in this region has also been important.

In addition NCA will support partners working in **Khartoum State** with initiatives both at national level and at community level within Khartoum as well as in other states.

	South Kordofan	North Kordofan	White Nile	Khartoum
Health	Sudan Aid / NIDAA	Sudan Aid	Sudan Aid	ERRADA
Watsan	SOS			
Emergency	SOS Sahel	ERRADA		
Peace building	SOS / Sudan Aid	SOS / Sudan Aid		
GBV			SNCTP	SNCTP/ SORD / Babiker
WPS				SNCTP/ SORD / Babiker

South Kordofan State

South Kordofan State has a population of 2,523,000⁶, most of which are sedentary farmers of African origins who embrace Islam, Christianity, and other beliefs. The second largest group are pastoralists of Arab origins. South Kordofan was significantly affected during the civil war and the years since the signing of the CPA in 2005 has been marked by significant popular efforts to rebuild the state, striving for harmonious co-existence and access to basic services. Still; in 2011 it is estimated that 60% of the population lives below the poverty line and the state has one of the highest under five mortality rates in Sudan⁷.

To better illustrate the issues facing South Kordofan, some data from the household survey conducted in 2010 are repeated below.⁸

		Sudan Average	SKS
Health	Percentage of children under age 5 who are under Weight (% below -3 sd)	12.6	16.7
	Percentage of children under age 5 who are stunted (% below -3 sd)	15.7	16.9
	Percentage of children under age 5 who are wasted (% below -3 sd)	5.3	4.4
	Percentage of children aged 0 -5 months who were exclusively breastfed	41.0	32.3
Water	Improved drinking water sources	81.1	72.8
	Improved sanitation facilities	27.0	16.9

⁶ 2010 State census

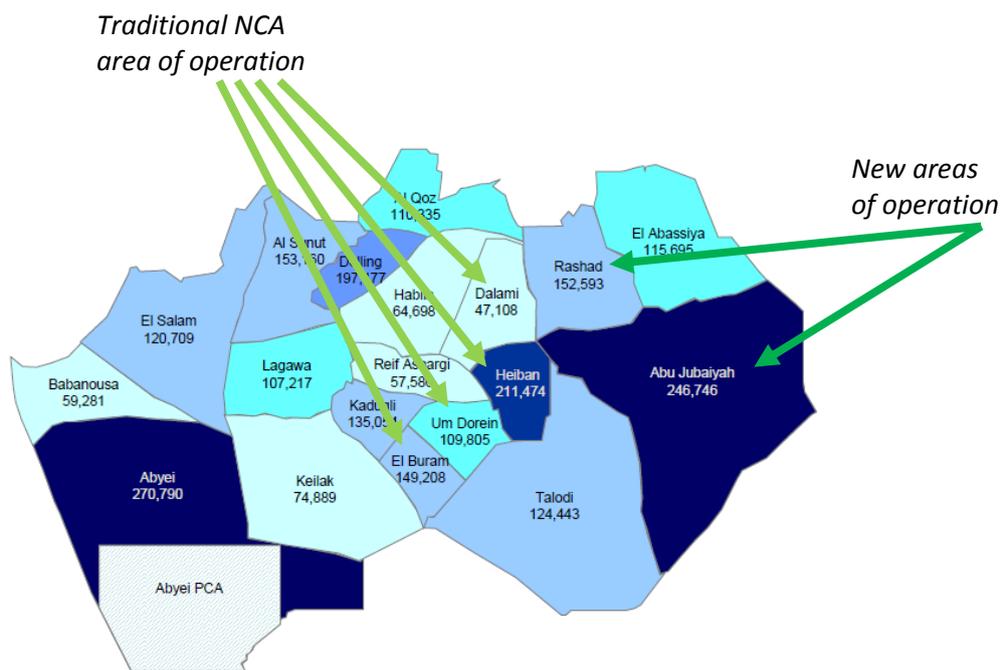
⁷ 147 per 1,000 live births: Mid-term Review, Sudan Work Plan 2011

⁸ Federal Ministry of Health - Sudan Health Household Survey 2010

	Improved drinking water source and improved sanitation	20.8	9.6 / 7.4
	Percentage of women aged 20-24 who have had a live birth before age 18	14.0	17.9
EDU	Primary school attendance	75.0	68.3
	Transition rate to secondary school	76.9	52.2
HIV/ AIDS	Knowledge about HIV - women 15 - 49	5.8	5.1
	Accepting attitude in above population	8.3	7.7
Child Protection	FGM	66.5	66.1

NCA has traditionally worked in the Heiban, Umdorein, Al Buram and Delami localities of South Kordofan. However, discussions have been underway of a possible expansion of the program into the Eastern parts of the state, especially Abu Gubeiha and Rashad localities, to cater for the identified gap in humanitarian interventions in these areas.

NCA's plans for expansion into these two new localities have been discussed with HAC, and no objections were raised. It is envisaging that access to these localities may be more readily available than both to NCA's traditional areas of operation and other parts of the state – however, this paper is not aiming to limit the expansion to these two localities.



South Kordofan localities and NCA areas of operations

North Kordofan State

NCA has previously worked in North Kordofan through implementing partners. Currently a number of the local partners identified have both former and present projects in these states. North Kordofan has a population of 2,529,370⁹.

To better illustrate the issues facing North Kordofan, some data from the household survey conducted in 2010 are repeated below.¹⁰

		Sudan Average	NKS
Health	Percentage of children under age 5 who are under Weight (% below -3 sd)	12.6	-
	Percentage of children under age 5 who are stunted (% below -3 sd)	15.7	24.5
	Percentage of children under age 5 who are wasted (% below -3 sd)	5.3	6.7
	Percentage of children aged 0 -5 months who were exclusively breastfed	41.0	37.2
Water	Improved drinking water sources	81.1	78.8
	Improved sanitation facilities	27.0	20.2
	Improved drinking water source and improved sanitation	20.8	13.4 / 13.2
	Percentage of women aged 20-24 who have had a live birth before age 18	14.0	16.3
EDU	Primary school attendance	75.0	72.7
	Transition rate to secondary school	76.9	80.8
HIV/ AIDS	Knowledge about HIV - women 15 - 49	5.8	2.9
	Accepting attitude in above population	8.3	4.3
Child Protection	FGM	66.5	70.5

White Nile State

White Nile State has a population 1,730,588¹¹ and is ranked as the seventh in Sudan in terms of population density. In recent years the state has become the most important area for the production and manufacturing industries of sugar, cement, oils, leather, textile and dairy products. Due to the central route for Southern Sudanese returning to South Sudan having been through the capital city, Kosti, White Nile has been under increased strain over the last one year period.

To better illustrate the issues facing White Nile State, some data from the household survey conducted in 2010 are repeated below.¹²

		Sudan Average	WNS
Health	Percentage of children under age 5 who are under Weight (% below -3 sd)	12.6	12.7
	Percentage of children under age 5 who are stunted (% below -3 sd)	15.7	20.0
	Percentage of children under age 5 who are wasted (% below -3 sd)	5.3	7.8
	Percentage of children aged 0 -5 months who were exclusively breastfed	41.0	32.4
Water	Improved drinking water sources	81.1	64.3

⁹ 2006

¹⁰ Federal Ministry of Health - Sudan Health Household Survey 2010

¹¹ Socio-economic and opportunity mapping: Assessment report for White Nile State, Joint mission (NSDDRC-SC/ UNDP) 26th – 28th October 2010

¹² Federal Ministry of Health - Sudan Health Household Survey 2010

	Improved sanitation facilities	27.0	20.3
	Improved drinking water source and improved sanitation	20.8	13.0 / 11.7
	Percentage of women aged 20-24 who have had a live birth before age 18	14.0	16.6
EDU	Primary school attendance	75.0	79.8
	Transition rate to secondary school	76.9	80.8
HIV/ AIDS	Knowledge about HIV - women 15 - 49	5.8	6.6
	Accepting attitude in above population	8.3	11.4
Child Protection	FGM	66.5	71.7

Khartoum State

NCA has been working with local partners in Khartoum for a number of years in the thematic areas of Faith Communities and Peace Building, Access to Quality Education (in the IDP camps), Gender Based Violence, and Women, Peace and Security. The main geographical focus has been on communities in the outskirts of the capital. Previously the main community group in these areas were of Southern Sudanese origin, since the independence of South Sudan in mid 2011, the number of Southern Sudanese inhabiting these areas have reduced significantly, however, since June there has been an influx of people displaced from the armed conflict in South Kordofan and Blue Nile State.

Results from the 2010 household survey for Khartoum are below.¹³

		Sudan Average	KHT
Health	Percentage of children under age 5 who are under Weight (% below -3 sd)	12.6	-
	Percentage of children under age 5 who are stunted (% below -3 sd)	15.7	7.8
	Percentage of children under age 5 who are wasted (% below -3 sd)	5.3	3.9
	Percentage of children aged 0 -5 months who were exclusively breastfed	41.0	38.0
Water	Improved drinking water sources	81.1	96.3
	Improved sanitation facilities	27.0	51.3
	Improved drinking water source and improved sanitation	20.8	67.3 / 43.3
	Percentage of women aged 20-24 who have had a live birth before age 18	14.0	10.1
EDU	Primary school attendance	75.0	91.1
	Transition rate to secondary school	76.9	72.3
HIV/ AIDS	Knowledge about HIV - women 15 - 49	5.8	10.8
	Accepting attitude in above population	8.3	7.7
Child Protection	FGM	66.5	64.8

¹³ Federal Ministry of Health - Sudan Health Household Survey 2010

II. Program

The thematic areas will remain as identified in the Sudan Country Plan 2011-2015 (Annex I), with focus on:

1. Faith Communities and Peace Building
2. Access to Quality Health Care
3. Gender Based Violence
4. Water Sanitation and Hygiene
5. Women, Peace and Security
6. Access to Quality Education (facing out by 2015)

NCA's programmatic approach is in line with the Government of Sudan's strategic plan. Most notably is key result area 2 where NCA's peace building is supporting the Government's goal of building consensus and reconciliation; in key result area 3, as NCA's work is to assist the Government in providing access to basic services; and key result area 5, where NCA has been working to build the capacity of both public institutions and civil society.¹⁴ An extract from the strategic plan, outlining the Key Result Areas can be found in Annex IV.

Below are brief overviews of the strategies to be adapted within each thematic program area.

Faith Communities and Peace Building

Objective:

NCA partners are actively contributing to change in local context with regard to substantive peace

Outcome:

1. Faith communities mobilised for peace building addressing the root causes of conflict
2. NCA partners linked to regional peace building initiatives

Strategy:

NCA has a long tradition of working with the faith based organisations in Sudan, in particular in the south, and will continue and also expand this work in the north, to support local initiatives contributing to peace and reconciliation. NCA support the churches in their work to build alliances with other faith groups as well as civil society groups for peaceful co-existence and they have an important role to play. Efforts will be made to ensure that all supported activities are conflict sensitive and in line with the Do No Harm concept and other planning tools adapted to the field of peace building. To ensure organisation and partner awareness, NCA will provide training on topics pertaining to peace building and conflict resolution. NCA will continue to work with SCC and its member churches as the main partners, but will also network actively with the Sudan Inter-Religious Council and other faith-based organisations to facilitate a peaceful co-existence.

¹⁴ National Council for Strategic Planning: The Five-Year Plan (2007-2011), p. 5

Access to Quality Health Care

Objective:

Improved access to quality health care for poor and marginalised communities

Outcome:

1. Health facilities supported by NCA are professionally managed by local authorities by 2015
2. Civil society is mobilised to advocate for the right to primary health care services

Strategy:

NCA will work with partners to provide support to health facilities through training and capacity building for health workers and community health committees, support to the facilities through medical supplies, infrastructure and HIV/AIDS awareness raising activities. An overall aim is to contribute to a sustainable management of the supported health facilities by a joint effort between the authorities and the local communities.

NCA plans to support local partners and communities to ensure these, formerly NCA supported health facilities, meet the standards set by the Ministry of Health. Continued support to the health facilities in terms of training, supplies of medicines and equipment will be provided through local partners. NCA will encourage needs assessments to determine which clinics should upgrade to also include nutrition and mother-child health, the active engagement of village health committees in order to facilitate the possibility of accessing the rotating drugs fund, incorporation of HIV/AIDS awareness raising, and provide ongoing partner support and monitoring of the program implementation.

NCA would also support an expansion of this program by increasing the number of health facilities, by supporting household hygiene promotion at the health facilities, providing scholarships for health workers' further education, and promote environmental programming.

NCA will be actively engage with its partners to provide ongoing support in program implementation, to ensure that the program undergoes regular monitoring and evaluation, and assist the partner in coordinating with the Ministry of Health and the health sector.

Gender Based Violence

Objective:

Men and Women are mobilised and act to address harmful practices encouraging GBV

Outcome:

1. The practice of early marriage is made illegal in Sudan by 2015
2. Reduced prevalence of FGM amongst young girls in areas targeted by NCA partners by 15 % in 2015

Strategy:

NCA will work with Partners who are engaged in awareness rising against FGM and other Harmful Traditional Practises (HTP) affecting the quality of lives and human dignity of woman. NCA will also support Partners who are advocating against early marriage and for the ratification of the African Protocol for Women. Main implementing partners will be the Sudan National Committee on Traditional Practices (SNCTP), Babiker Badri Scientific Association for Women Studies (BBSAWS) and

Sudanese Organisation for Research and Development (SORD). These organisations are working with girls and boys, men and women, and religious leaders at both community and national level.

Water Sanitation and Hygiene

Objective:

Improved access to water and sanitation, enabling a good environment for improved hygiene for poor and marginalised communities

Outcome:

1. Local communities, schools and health clinics have increased access to potable water
2. Increased knowledge within the population of sanitation and hygiene as causes leading diseases

Strategy:

NCA will continue work in the watsan sector through local partners. The focus will be on access to water (repair of hand pumps and water harvesting), use of sun cell driven water pumps, village water committee trainings and household hygiene promotion. NCA will also aim to expand its program into working with village water committees to construct communal latrines in clinics and schools. A key implementing partner is still to be identified.

Women, Peace and Security

Objective:

Women and girls participate actively at all levels in NCA supported peace-building initiatives

Outcome:

1. Increased capacities of women to undertake peace building and conflict resolution in Sudan.
2. Increased legitimatisation of the unique roles that women play in peace building and conflict resolution through integration of women in the traditionally male dominated peace building structures.

Strategy:

NCA will work with Partners in order to build the capacities of women to achieve the desired outcomes. Main focus will be put on activities supporting: (a) active working and advocating for peace, (b) non-violent conflict by pursuing democracy and human rights, (c) peacekeeping and relief work to contribute towards reduction of direct violence, (d) mediators and trauma healing counsellors, (e) policy makers – transforming relationships and addressing the root causes of violence and (f) educators and participants in the development process. NCA will work with traditional women organisation, but will also try to link the program up to faith communities, in particular the churches and the young Sufis.

Access to Quality Education (facing out of existing education program by 2015)

Objective:

NCA and partners are contributing to improved access to quality education through training of qualified teachers and improvement of the school environment.

Outcome:

1. Local community ownership to education result in sustained access for girls and boys to schools
2. Improved quality of teaching, school administration and coordination of educational services

Strategy:

NCA's engagement in the education sector will be phased out by 2015 in line with the Sudan Country Plan. The aim is to phase out education in a responsible manner and mobilise partners and communities to hold the government accountable for providing education. The main activities within the education sector are in areas in South Kordofan which are currently not accessible. Should access again be granted, NCA will continue to support training for primary school teachers at Kauda Teacher Training College and support to primary schools through local partners and the State Ministry of Education in South Kordofan. The support will include provision of text books for students, scholarships for teachers, and support to Kauda Teacher Training Centre to obtain required accreditation. Main Partner will be the State Ministry of Education / Regional Education Office.

As part of the exit strategy in Khartoum state, 13 primary schools will be rehabilitated in the IDP camps as a last support to the education sector there. The main partners will be the State Ministry of Education and the institutions (churches and government) that are running the schools.

Additional Thematic Areas

Emergency Preparedness and Response

It is envisaged that needs assessments both in South Kordofan state and also in neighbouring states will reveal humanitarian needs resulting from the ongoing violent conflict in South Kordofan and Blue Nile State.

NCA will support partners with needs assessment and targeted responses to needs identified amongst displaced populations and host communities, and assist local partners in the coordination of response with the greater humanitarian community. There will also be continued work to strengthen ACT Alliance Sudan's ability to respond to humanitarian needs in emergencies and disasters, through training, ongoing coordination and information sharing.

NCA will continue to work closely with VRC and IOM on issues of return, and will through partners provide support to the resettlement of returnees in terms of provision of NFI kits and support to returnee communities by inclusion in other thematic areas based on needs identified.

Cross Cutting Issues

Gender issues

NCA will continue to support local partners in their work to strengthen the position of women and children both through gender specific activities, but also as an integral part of all NCA supported needs assessments, activities and outputs in all thematic areas.

To ensure a strong gender sensitive foundation, NCA endeavours to strive for gender balance in staff members, provide regular training of NCA staff and staff of partner organisations on gender issues, and conduct a gender audit of programs and operations.

Peace Building and Conflict Sensitive Programming

NCA will support and encourage its partners to ensure peace building components are incorporated at all levels of the project cycle, that conflict analysis is conducted during the planning stages, and

that projects are assessed against the Do No Harm principles and are sensitive to the past and present conflict situations.

Accountability Commitments

NCA will become compliant to the Humanitarian Accountability Partnership (HAP) standards and has started the process of being certified. The awareness rising of HAP focuses on the fact that NCA, in as much as it is accountable to its donors is equally accountable to its partners and the beneficiary communities. As such, partners and beneficiaries have the right to hold NCA accountable so that relationships are developed on a transparent platform. During the current planning period the NCA Sudan Program will aim to internalize the principles of HAP and to that effect, comprehensive and continuous capacity development trainings will be given to staff, partner and beneficiaries.

NCA added value contributions

NCA's presence in Sudan goes back to 1972. The longstanding presence and the fact that NCA has stayed with the people during the war and have been working on both sides of the conflict, puts NCA in a unique position, not at least with regards to relation building and trust with local communities as well as authorities. The long presence gives also a solid understanding of the local context, which is very complex. As member of ACT alliance, the capacity is also strengthened by co-ordination and sharing of resources. In light of the uncertainty for the future, NCA's longstanding experience from emergency response and flexibility to adapt, coupled with the co-ordinated efforts through ACT, is considered an added value

NCA will continuously assess the programmatic and security consequence of emerging events as they develop and seek the optimal balance between humanitarian assistance, long term development and advocacy with the ensuing limitations and opportunities in the respective geographical areas.

NCA aims to:

Facilitate capacity development and mobilisation of coordinated capacities, increased knowledge, increased sustainable access, and enabling coordination between formal authorities, traditional authorities, churches and ecumenical agencies, church partners, local partners and community based organisations.

Broker linkages between resource organisations, networks administrations, churches and local partners to develop capacity and engage in thematic areas.

Accompany state capacity as duty bearer for improved service delivery and church and other partners to secure sustainable access to basic services.

III. Organisational set-up to support implementations of programs 2012 and onwards

Moving from being operational to working with and/through partners

The change from being operational / semi operational in South Kordofan, to work more with / through partners also require a change in the way NCA organises herself in terms of staff and field offices.

It is assumed that if access again is granted to the selected areas of South Kordofan and the previous programs / activities supported by NCA can be taken over by implementing partners, a transitional period of one to two years will be required before all programs are properly handed over. This will also require a NCA presence in the area during the transitional period to be able to guide and support the Partners.

NCA will need a team with sufficient and adequate technical expertise to provide required support, quality insurance of program implementation and efficient monitoring and evaluation of the programs implemented by partners. The team will be organised in a new **Partner Support Unit**. All technical managers will be located in Khartoum, but with frequent travelling to the field.

A new position as Partner Liaison and Organisational Development and Capacity Building Coordinator will be established at senior management level to ensure required follow up and support to partners at a strategic level.

Staffing

With the proposed program portfolio the senior technical and management resources detailed below are required.

Senior Program Coordinator (Expat)

Overall responsibility at a strategic level for all program development, program coordination and management, quality assurance of the program and reporting to donors.

Partner Liaison and ODCB Coordinator

Liaison and support with existing and new partners on a strategic / policy level. The position will have a particular responsibility for liaison with and further development of relations with the faith based partners. They will further develop, plan and coordinate initiatives for organisational development and capacity building of NCA partners and NCA staff. Facilitate partner's inclusion in the HWP and support them in requesting funding from other donors / grants management, to avoid 100% reliance on NCA funds.

Head of Partner Support Unit (Expat)

Responsible for the daily coordination and management of all NCA support to her partners. Quality assurance of reports from implementing partners. Coordinate Emergency Preparedness and Humanitarian Response with partners.

Health Manager (Expat)

Develop and follow up NCA Health Program in close collaboration with implementing partners, UN Agencies and local government at national and state level. Provide technical support and technical advice on program direction to implementing partners, quality assurance of program implementation and monitoring and evaluation of all health activities. It may at an initial stage be necessary to employ additional persons to ensure quality support to partners' program implementation (Health Officer, Reproductive Health Officer, Nutrition Officer) – but it is envisaged that these staff later on will be employed by the implementing partners.

WES Manager

Develop and follow up NCA WES Program in close collaboration with implementing partners, UN Agencies and local government at national and state level. Provide technical support and technical advice on program direction to implementing partners, quality assurance of program implementation and monitoring and evaluation of all WES activities.

Women, Peace and Gender Manager

Develop and follow up NCA program on Women, Peace and Gender in close collaboration with implementing partners and relevant organisations and institutions at national and state level. Quality assurance of program implementation and monitoring and evaluation of all women, peace and gender programs. Provide training to NCA and partner staff on gender mainstreaming in all programs and other related issues.

Field Officer

NCA will maintain a lean support office (field office) headed by a Field Officer. The Field Officer will facilitate and coordinate the follow up of all practical support to implementing partners in the field and ensure that it is in line with technical advices provided by the NCA technical managers. Coordinate emergency preparedness and response with partners in the field. Facilitate visits from the NCA Partner Support Unit.

Risk Assessment

Access

It is difficult in the current environment of armed conflict to determine which areas will remain open to access / or will be closed to access in the imminent and medium term future. It is therefore necessary for the programs to also maintain a certain level of fluidity in terms of geographical coverage. This fluidity is maintained in the concept paper, in that it does not identify specific locations within the chosen states, but rather leaving this level of detail to be determined by needs assessments and the developing situation.

Currently there is a level of access to the government controlled areas in South Kordofan. The programming is based on that this level of access will remain available, and also hopeful for an increase in access. It is however also a possibility that access will be further restricted, so that our partners will not be able to access any of the proposed areas. Should this situation eventuate, so that operations in South Kordofan state is not possible, NCA's work through partners will nevertheless continue, in the other states identified (North Kordofan and White Nile State).

Worst case scenario would be a further spread of the conflict to also make access to the neighbouring states impossible. Should this case eventuate, NCA will utilise the period of assumed in-activity to working with partners to increase their capacity through training and organisational development to prepare for when operations again will be possible

Security risks

Movement within many areas in South Kordofan at present; presents a high level of risk to the safety and security of both personnel and assets. This may impact on the timeliness of interventions and delays in project implementation. NCA will deal with these issues on an individual bases and will always promote that the safety and security of personnel are paramount.

Perceptions

Many communities are divided politically and ethnically, there is always a risk of being perceived to favour one group over another. It is therefore essential that all projects are analysed from the Do No Harm perspective and that analysis and community discussions form an integral part of any project proposed. NCA will also consciously monitor in order to ensure that interventions are balanced.

Funding

NCA traditionally has relied heavily on funding from one source for its program in South Kordofan. It has become evident since the secession of South Sudan that many donors are choosing to transfer their funding to South Sudan. It is paramount that NCA diversify its donor base so as to ensure continuous funding for its programs.

Capacity / Partners' and NCA's

Implementation of NCA's mission and vision through national partners relies on identifying national partners that have the capacity, both technically and administratively to manage the implementation process. To this end NCA's assessment procedures for new partners are being followed and plans for how to best provide ongoing support and assistance in capacity development of local partners is being drawn up. Part of this plan is also to increase NCA's internal capacity through accompanied positions for the first few years of implementation, something which is reflected in the budget.

External Relations

This Concept Paper is in line with the Government of Sudan's Strategic Plan 2007-2011 and its ongoing policy of Sudanisation of the humanitarian sectors. These plans still, however, rely on approval from the Government to operate in the areas proposed and Technical Agreements signed on an annual basis with the different line ministries. The Government of Sudan's Strategic Plan is coming to an end in 2011, it is uncertain as to whether the new strategic plan will continue in the same strategic direction.

Corruption

Operating in highly insecure environments represents a risk for fraud and corruption. NCA is actively combating this risk by awareness rising and training amongst own and partner organisations' members of staff, applying NCA routines and guidelines and ensuring systems for monitoring are implemented, in order to minimise the chances of occurrence of fraud and corruption within our operations

Budget Frames / Funding

NCA is anticipating an annual grant from NORAD GAP funds of **20 million NOK** to fund the proposed activities outlined in this Concept Paper under the anticipation that NCA will again get access to the previous operational areas in South Kordofan. If access to these areas are still denied and it will be impossible for NCA and partners to operate, the budget frame for activities in new geographical areas will be **12,4 million NOK** in 2012.

Program Area	Main Activities	Total NOK	NORAD GAP		Other sources NOK
			New Areas NOK	Former Areas SK NOK	
Access to Quality Education	Teacher training, capacity building, educational material, scholarship, renovation of schools	2,505,000	-	1,400,000	1,105,000
Access to Quality Health Care	Provision of medicines, capacity building, scholarship, construction / renovation of health clinics, latrines, incinerators, HIV/AIDS awareness, mother Child Health Care Programme.	5,600,000	2,800,000	2,800,000	-
Water, Sanitation and Hygiene	Repair of hand pumps, rain water harvesting, latrines, capacity building, house hold hygiene training	2,500,000	2,500,000	-	-
Emergency Response	Provision of NFIs and shelter material, emergency preparedness planning, training of NCA and partner staff	1,100,000	1,100,000	-	-
Women, Peace and Security	Capacity building and programme support to CBOs initiatives. Separate Concept Note prepared.	1,000,000	-	-	1,000,000
Faith Communities and Peace Building	Support to local initiatives / capacity building of NCA staff and Partners	800,000	300,000	-	500,000
Gender Based Violence	FGM - Support to Partners Program	1,500,000	-	-	1,500,000
Capacity Building NCA and Partners	General Capacity Building, DNH Training, Conflict Sensitivity Training, HAP	1,000,000	600,000	-	400,000
Operational costs	Investments Field Office, national and expatriate staff, transport, travel and communications	5,000,000	2,000,000	3,000,000	-
Contingencies		500,000	200,000	300,000	
Sub Total program and operations		21,505,000	10,500,000	6,500,000	4,505,000
Admin NCA Sudan	10 % Admin costs NCA Sudan		1,050,000	650,000	
Sub Total NCA Sudan			11,550,000	7,150,000	
Admin NCA Oslo	7 % Admin Cost NCA Oslo		808,500	500,500	
Grand Total		24,514,000	12,358,500	7,650,500	4,505,000
Total NORAD GAP application			20,009,000		

Annex I: NCA Thematic Areas

The Right to Peace and Security		Gender Justice		The Right to Water and Health	
Faith Communities and Peacebuilding	Women, Peace and Security	Gender Based Violence	Access to Quality Health Care	Water, Sanitation and Hygiene	Access to Quality Education
<p>Mobilize faith communities for peacebuilding in violent conflicts, addressing driving forces of conflict</p> <p>Supporting inter-and intra religious dialogue and cooperation in peace building.</p> <p>Accompanying regional initiatives by securing coordination with other peace building interventions</p>	<p>Women participate in peacebuilding initiatives</p> <p>Young women actively participate as peacbuilders</p>	<p>Support partners to challenge the behavior of women and men towards FGM and early marriage</p> <p>Support partners advocating for national laws preventing violence against women</p>	<p>Fund and implement programs to improve access to basic health services to poor and marginalized communities.</p> <p>Facilitate capacity development of local government to independently provide health services</p> <p>Challenge CBOs and FBOs to participate actively in governmental coordination mechanisms</p> <p>Capacity development of civil society to mobilize and advocate for the right to access to primary health care services</p> <p>Broker linkages with resource organizations and networks to local government and civil society for community based management systems to sustain village based primary health care services.</p>	<p>Fund and implement initiatives to secure local communities in access to sustainable water, sanitation and hygiene facilities, both in long term development and emergencies</p> <p>Facilitate capacity development of Community Village Water Committees to sustainably manage water sources in an accountable way</p> <p>Facilitate capacity development to increase awareness amongst communities about sanitation and hygiene practices</p> <p>Capacity development of local government to provide water and sanitation services.</p>	<p>Fund and implement support to education programs emphasizing provision of educational materials, teachers training and secondary school development</p> <p>Fund partner programs for providing teachers to local schools Fund Kauda Teachers Training College</p> <p>Challenge FBOs and CBOs to engage in advocacy on education policy in locality and state level policy forums</p> <p>Prepare exit strategies for the education sector within a three year period.</p>

Annex II: Existing and Potential New Partners

NIDAA

States: SKS, NKS, White Nile (Red Sea, Kassala, Gadarif, Darfur)
Sectors: Livelihoods and Food Security, Education, Health, humanitarian response, possibility for water projects
Type: Core and Resource partner

NIDAA means call; the name is derived to refer to the youth call for rural development. NIDAA was formed in 1998, by a group of young university students which had concerns for the development needs, especially among the most vulnerable, disadvantaged and generally impoverished groups of the Sudanese society. It has since worked under the philosophy of community participation, sustainable development and poor people first.

NIDAA is currently building, equipping and training staff for health facilities in Darfur under a CHF grant. They have previously sought support for water catchment projects, technical expertise is available.

NIDAA is very interesting both as a core partner within education, health and water, and as a resource partner for training within health and capacity building in general.

SOS Sahel Sudan

States: SKS, NKS (Red Sea, Kassala, Darfur)
Sectors: Natural resource management (incl water) and conflict resolution, humanitarian response, capacity building
Type: Core partner

SOS Sahel exists to give meaningful solutions to the poverty and vulnerability experienced by millions of people across the drylands of the African Sahel.

SOS Sahel believes that Sahelian poverty has its roots in the historical neglect of dryland areas, and particularly in discrimination against pastoralists (livestock herders) and nomadic groups. We argue that herding animals over rangeland is one of the most viable and productive use of drylands, which should be supported and encouraged. With natural resources becoming increasingly variable due to climate change, the case for supporting such an adaptive and ecologically sound livelihood system is overwhelming.

Currently both the UK and the Sudan organisation exists, however clear plans are drawn up for the gradual hand-over to SOS Sahel Sudan.

NCA is currently running a pilot project with SOS Sahel Sudan, providing support to a humanitarian response in Rashad locality, South Kordofan. SOS Sahel Sudan is a strong candidate for partnership within water, peace building and humanitarian response. Reference is available from Medair who has partnered with SOS Sahel in 2010/2011 on a water project in Muglad, SKS.

Sudan Aid / Diocese of El Obeid

States: SKS, NKS, White Nile (Abyei, BNS)
Sectors: Health (possibly others too?)
Type: Core partner

Sudan has been running their community based health program since 2002 and operate a number of clinics in the above states (Darfur program is separate), funded by Cordaid. There will be 50% reduction in funding between now and 2013 and Sudan Aid is therefore looking for support to continue and/or expand their health program.

Sudan Aid has received very good recommendations from WHO and appear to be running a strong health program. We have already received their total proposal for 2012.

Current medical facilities: North Kordofan x 4, White Nile x 5, South Kordofan x 3 (Abri – Delami, Rigifi – Omdurein, Karka – Heiban).

Sudan Aid is not an NGO and is therefore not registered with HAC. However, they have a MoU with the Ministry of Health.

 **ERRADA/SCC** **Emergency Relief, Rehabilitation and Development Agency / Sudan Council of Churches**

States: NKS, White Nile (others are possible)
Sectors: Health, education
Type: Core and Resource partner

ERRADA was established by the Sudan Council of Churches in 1997 to operate as humanitarian wing of the council responsible for coordination of social service delivery, strengthening of the capacity of local churches and their network the Inter church Committees as well as the emerging community based organizations to respond to emergency, develop technical support and organizational and institutional support. ERRADA works with the churches to contribute to the delivery of integrated social services including basic health care, control of communicable disease, HIV awareness, promotion of access to safe drinking water, sanitation and hygiene promotion.

 **SNCTP** **Sudan National Committee on Traditional Practices**

States: SKS, White Nile, Khartoum (Sinar, Kassala, Gadarif, Northern State, Gezira)
Sectors: GBV, HIV and women rights
Type: Core partner

SNCTP is working to eliminate all forms of FGM, GBV, HIV/AIDS and to promote best practices in collaboration with all officials, public, religious lobbies and to advocate and lobby for the well being for women and children using all available financial, technological means and adopting scientific approach and traditional society dialogue.

 **SORD** **Sudanese Organisation for Research and Development**

States: Khartoum (Kassala, Port-Sudan)

Sectors: Human Rights, Women empowerment, VAW
Type: Core partner

SORD works for strengthening capacities of civil society organisations, and through research informed advocacy and knowledge it contributes to empowering Sudanese people to actively enjoy their rights as responsible citizens.



Babikir

Babikir Badri Association for Women Studies

States:

Khartoum

Sectors:

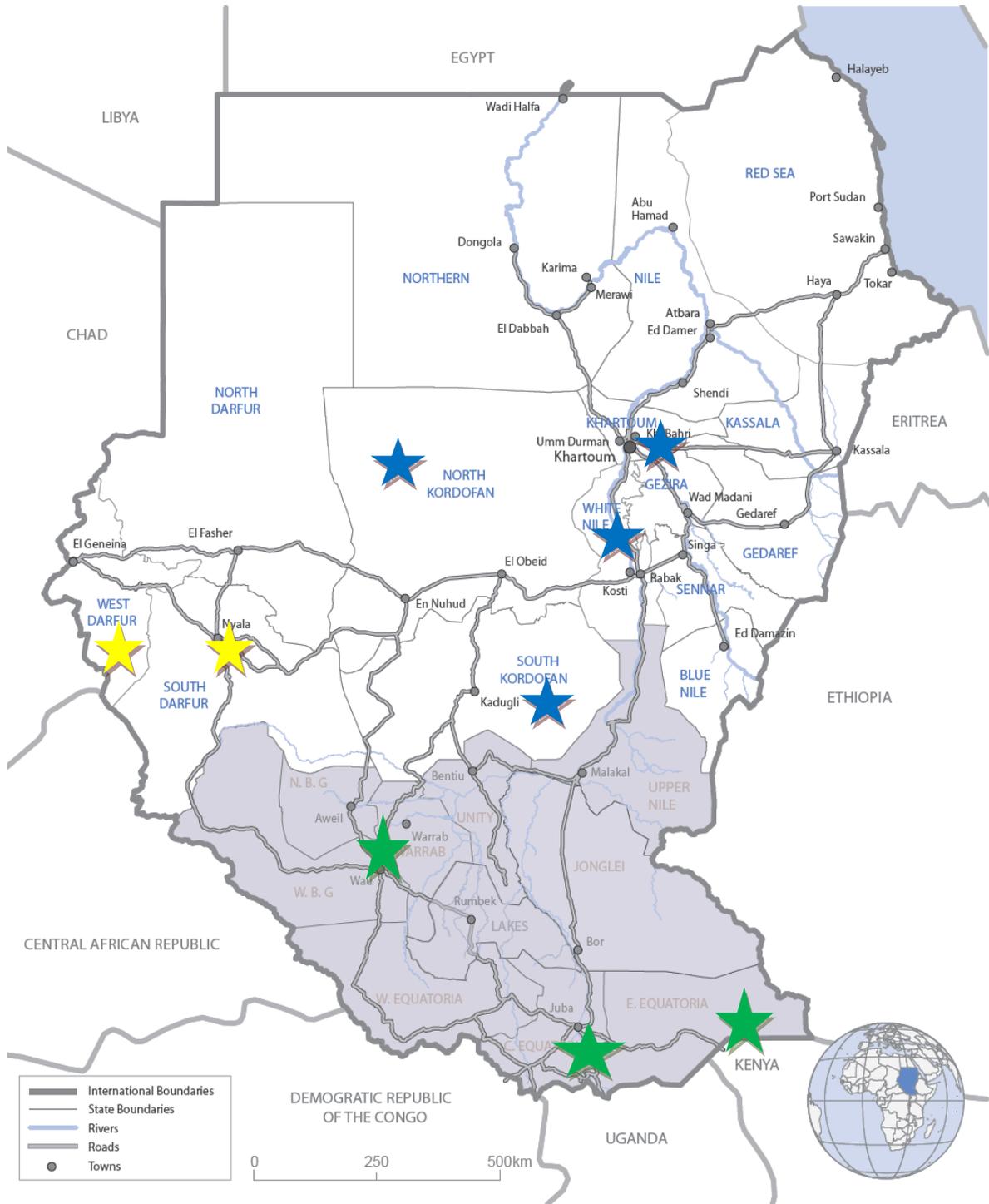
FGM, HIV/AIDS, Human Rights, Democracy and Civic Education

Type:

Core partner

Babikir is geared towards gender equality and human justice and contributing to the development of a democratic peaceful society that can offer the best quality of life to women and all citizens at large.

Annex III: NCA geographical areas of operation



Annex IV: Extract: Sudan National Strategic Plan 2007 – 2011¹⁵

Vision

A unified, secure and peaceful Sudan based on the principle of pluralism, a democratic multi-party system, equitable distribution of wealth and the Rule of Law. A Sudan where cultural and social diversity is a source of strength, stability is founded on national cohesion and partnership for sustainable development, supported by balanced relations with the international community that serve mutual interests.

The Plan will achieve this vision through implementation of targeted and coordinated policies, together with monitoring and evaluation of performance that will:

Key result area 1: Promote sustainable economic development by encouraging a competitive private sector, supporting key infrastructure and agriculture projects and building a knowledge-based economy;

Key result area 2: Sustain peace and stability through continued implementation of the CPA, Darfur Peace Agreement (DPA) and East Sudan Peace Agreement (ESPA), whilst safeguarding national sovereignty and security, continuing to build consensus and reconciliation, and maintaining good relations with the international community based on mutual interests;

Key result area 3: Reduce poverty and make progress towards achieving the Millennium Development Goals (MDGs) by expanding provision of basic services in health, education, water and sanitation, with a particular emphasis on quick impact projects for returnees and war affected groups;

Key result area 4: Strengthen public accountability, Good Governance and the Rule of Law;

Key result area 5: Build capacity of public institutions and civil society at State and Local levels and strengthen the social fabric of the Nation.

¹⁵ National Council for Strategic Planning: The Five-Year Plan (2007-2011), p. 5