



NORWEGIAN CHURCH AID
actalliance

Country Plan 2011-2015

Sudan

Date: 29.10.2010

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1. CONTEXT ANALYSIS

1.1 Brief Overview

Sudan is the largest country in Africa, comparable to Western Europe in size and has a population of approximately 41 million people. It is a multi-racial, multi-ethnic, multi-religious and multi-cultural country, characterized by the meeting of the Arabic North with the African South. The country is endowed with a variety of rich natural resources such as the Nile river, oil and gas reserves, forests, mineral wealth and huge agricultural and livestock potential in the South.

The recent history of Sudan is one dominated by war and internal conflict, straddling several divides in the country, the central one being between the centre (urban) and periphery (rural). This has resulted at a most fundamental level in the absent of a comprehensive national identity. Attempts to open up the Sudanese political agenda and agendas of common cause and unity have been consistently disrupted by the central regimes of the day of control over the resource base and its immediate wealth and power returns at the expense peripheral regions.

The center-periphery divide depicts many geopolitical, socioeconomic, ethnic and religious fault lines across the nation. The predominant divides have been on the north-south axis with the ensuing civil war lasting over two decades culminating with the signing of the Comprehensive Peace Agreement (CPA) in 2005. Within the CPA the contested geographical border areas between north-south remain highly volatile. The west-center divide is manifested by the Darfur crisis which continues to threaten the larger stability of the nation as it balances on the implementation of the CPA agreement. The east-center divide witnesses the resistance of the Beja which has been contained by the signing of a peace agreement, but still continues to be an issue of concern. The north-center divide is perhaps the least known and visible divide, but it definitely contains simmering grievances which have potential for future conflict.

The implementation of the CPA has seen progress in some areas and relative peace has been established in large parts of the country, notably not in Darfur. However, five years is a short span for a country having experienced decades of strife and conflict to see real changes. To date reconciliation efforts as well as clarification on key issues are still to be accomplished.

Looking forward, the full implementation of the CPA and its provision for a national referendum in 2011, where the southerners will vote for an independent state or remain part of a united Sudan, dominates the context for Norwegian Church Aid (NCA) in seeking a strategy for Sudan for the period of 2011-2015. Numerous scenarios are flourishing, all containing several challenges for all parties involved and all hosting many elements of uncertainty. The referendum outcome may result in southern Sudan seceding and the subsequent transition might involve a more or less risk of violence. The border areas of Abyei, South Kordofan and Blue Nile are also of utmost concern due to outstanding issues of oil reserves, border demarcation, land ownership and citizenship. The unresolved conflicts in Darfur will persist and most likely intensify if secession of the south ignites increased violence in the border areas. On a regional and international level the unfolding events in Sudan may have serious repercussions in Africa and the Middle East.

In viewing the national scene from a center-periphery perspective and its ensuing challenges NCA has made a strategic choice to focus on four major geographical areas, each with its own distinct context and rationale for NCA's strategic response. These are;

- (i) Eastern Equatoria State; with a focus on Magwi and Lafon counties
- (ii) South Kordofan, Nuba Mountains, areas in and around Kadugli and Kauda
- (iii) IDP camps in Khartoum and national level work based from Khartoum
- (iv) South and West Darfur (NCA Darfur program supported by ACT and Caritas),

Due to the distinct nature of each of these geographical areas separate sub-strategies for each have been developed. Nonetheless, the situation and dynamics across the different geographical area are interlinked necessitating a holistic approach to NCA Sudan strategy.

1.2 Analysis of Main Right Deficits

The deficit analysis in this chapter is based on a national framework for NCA's selection of geographical focus and accompanying programmatic response. Reference is made to the respective geographical sub-plans for each geographical area for more in depth analysis leading to programmatic response in each given area.

Deficits to Participation

The history of prolonged conflict and internal war is at the root of the participation deficit resulting in a lack of a common Sudanese national identity and the marginalization of large parts of the society. Central governance structures have systematically sought to control wealth and power by strategic fragmentation rather than unification of identities, promotion of active citizenship and inclusive decision making processes. In addition, traditional, tribal and religious leaders as well as other traditional power holders, underpinned by cultural practices, have lead to the exclusion of some rights holders from equitable participation. 25 % representation for women has been secured in the constitution, but is not a lived reality country wide. Women have, as a group, very little access to participation in decision making processes. The youth, whom are the future of the country are removed and distanced from participating in decision making arenas. They are the ones mobilized and used to pay the ultimate price of sacrifices in times of violent conflicts.

Deficits in Equity

The center-periphery analysis also holds when considering the equity deficit in Sudan. Based on the United Nations criteria for Least Developed Countries (LDCs), Sudan ranks 29 out of the 33 LDCs within Africa. This reflects huge deficits in access to basic services such as nutrition, health, education and safe drinking water as well as economic vulnerability. Sudan's achievements towards the Millennium Development Goals vary in consistence with center-periphery with far higher scores in geographical areas of the center while the periphery regions would rank as being perhaps among the lowest achievers in a continental perspective. There is a high concentration of wealth and resources in the elite in Khartoum, creating stark lived inequalities between a small powerful core and the majority of the population. As groups women, youth and children have the least access to land, job opportunities and to other public resources and basic services.

Deficits in Protection

The protection deficit is manifested by blurred distinctions between the roles of the state and government structures as protector of the citizens and the citizens as right claimants of this protection. The thrust of fragmentation of identities and divide and rule as a mechanism to maintain control over resources and power have implied close to total breakdown in trust between communities and governance structures throughout the country. The continued high number of IDPs and refugees (approx. 5 million in February 2010¹) are strong indicators of the break down in protection by the state and governance structures. Gender based violence remains an issue of national concern with specific attention to women and children as victims of conflict and strife but also in relation to the fact that Female Genital Mutilation (FGM) remains at alarmingly high levels in many areas of Sudan.

Deficits in Sustainability

The sustainability deficit is mainly the result of the many years with war and conflict, which have lead to lack of investments in infrastructure, human capital and economical

¹ <http://www.internal-displacement.org/countries/sudan>

development. Peace and peoples livelihoods are further inextricably linked to the environmental challenge. In many of the areas more than 80% of the citizens depend mainly on agriculture and animal husbandry for subsistence. The local struggle for access to resources in the form of livestock grazing, water and land has resulted in high incidence of interethnic conflict which is more than often fuelled and exploited by external political interest and ambitions. The rainy season patterns and livestock grazing patterns were well known and served as "community organizational calendars" for all community life. The war time experiences of not being able to harvest what was planted due to violence disrupted these calendars with resulting hunger and insecurity. In the areas emerging out of conflict through peace agreements such as the CPA the post wartime "community organizational calendars" have changed to reflect increased concern over the unfolding challenges of climate change with unrecognizable rain and dry season variations thus adding to the burdens of an already fragile population in relation to food security.

1.2 ROLE OF LOCAL CIVIL SOCIETY AND FBOS

The present role and the future potential space of civil society vary within the realities of Sudan. Both the northern and southern governance structures seek to control civil society, although in varying degree and methodology.

The southern civil society scene is influenced by churches and other faith based organizations (FBOs) which traditionally have played vital and important roles in service delivery and de facto being the only structured and organized mobilization of communities outside the military and later political establishment. The southern civil society played a significant role in the formation of the CPA and securing its ownership within the population. The CPA period has induced a shift of aspirations of added value of civil society rotating towards constructive engagement in nation building and creating pressure on transparency and accountability of governance through involvement of grassroots, awareness raising and mobilization through e.g. civic education. At the same time the traditional role of the FBO network towards service delivery has not diminished in the absence of government supplied services. The merging of these two aspirations of service delivery and advocacy has put a strain on the FBO network in terms of capacity and resources as well as reflection on vision and mission within the current context. This strain is amplified by the presence of large donor mechanisms such as UN implemented programs which draw heavily on trained local personnel within the FBO community. There is also a felt trend of government seeking to stifle civil society initiatives within e.g. media and constructive engagement of transparency and governance issues which is emerging as a challenge. The political space needed to secure the right to participation the form of an active dialogue between civil society organizations and governance needs to be encouraged.

On the northern scene the space for civil society organizations to act is highly regulated, but with some room for civil society. A lot of the independent small CSO operate on an activist, issue based basis and using networks and campaigns to address the government. There are also Muslim, Christian and secular civil society organizations active in the North. Other than that the scene is dominated by pro-government entities which are able to access government resources. There is a clear governmental drive towards co-opting civil society for steering them towards more political goals. There is a concern within northern independent civil society that a secession of the south will shrink the space for civil society in the north. In addition the national policy on 'sudanization' and a pressure towards more co-operation with national partners, will possibly limit this space further. In Darfur the general trend is that the humanitarian space is shrinking. However; potential remains within the northern scene for interfaith and civil society mobilization within implementation of respective sectoral programmes.

1.3 NCA's Comparative Advantage in Sudan

NCA's longstanding presence in Sudan, which goes back to 1972, and its presence during the war working on both sides of the conflict, puts NCA in a unique position, especially in regards to relation building and trust with local communities as well as authorities. The long presence gives a solid understanding of the local context, a well established infrastructure and staff in strategic locations and NCA is thus well equipped to be able to respond to the future challenges. NCA has a track record of mobilizing resources, especially funds from the Norwegian government as well as technical expertise and is well placed for this to continue. As a member of the ACT Alliance, the capacity is further strengthened by co-ordination and sharing of resources. In light of the uncertain scenarios for the future, NCA's longstanding experience from emergency response and flexibility to adapt, coupled with coordinated efforts through ACT, is considered to be a comparative advantage as well for the future.

That NCA has worked with the churches in South Sudan for more than 30 years is considered a comparative advantage in that NCA has access to large communities through the service delivery capacity of the church communities. NCA is part of the core group in Sudan Council of Churches (SCC) and have been active in ecumenical work for long, which enables us to tap into the connectivity between churches at grass root level and national and international level through SCC and further the Sudan Ecumenical Forum provides a strong platform for engagement at all levels. NCA's identity as a Faith Based Organization has been a positive factor in this regard, which is still a relevant element in going forward. Our linkages to regional networks for peace and reconciliation initiatives where regional coordination have been emphasized also give NCA a comparative advantage is bringing the local to the global and back.

1.4 Relevance in Relation to Development Priorities

1.4.1 Relevance to National Policies, Plans and Priorities

NCA does to the extent possible align with relevant government policies and frameworks throughout Sudan. In the North the Unity Government of Sudan does not currently have a comprehensive policy framework for human development or poverty reduction that would be relevant for NCA. However, they do have a Women Empowerment National Policy (2007) which NCA is aligned to. NCA does however relate and follow all technical agreements signed with the governmental Humanitarian Assistance Committee (HAC), coordinate with the UN system on work plans and standard sector agreements with the government. In the Nuba Mt there is a coordination mechanism between the authorities and the five largest NGOs which NCA is part of.

The program profile of NCA in South Sudan is placed within the interim constitution and in the context of the Comprehensive Peace Agreement (CPA). The major policy framework shaping the program here is the 2009 Local Government Act (LGA). The LGA sets the provisions for formation of an inclusive government and a formal base for community based ownership to development as well for the rights of women in the public sphere. It depicts the roles and responsibilities of both formal and traditional governance structures and secures the right of participation and active citizenship of the population at the interface with the respective governance structures. LGA provides for legitimate space for churches to engage with local government.

The respective sectoral programs of NCA are well founded within the emerging sectoral policy frameworks within health, education, water and sanitation. A strategic concern is the need for increased coherence between policy formation and policy implementation. This is a major concern for NCA in alignment processes between our respective church partners and the government institutions and mechanisms.

1.4.2 Relevance to Norwegian Development Objectives

The strategic reflections of NCA programs in Sudan are calibrated with Norwegian policy frameworks for development assistance in general, with such policies as Report no. 40 to Norwegian Parliament (2008/2009) "Norway's Humanitarian Policy" and the Norwegian governments' commitments to the Beijing Platform for Action (1995) and the Millennium Development Goals (2000)

Specifically for Sudan NCA aligns with two major Norwegian policy documents. The first is the "Platform for an integrated Africa policy" from 2007. This white paper underlines the necessity for Norway to build on experience gained in transformation of conflict to post conflict recovery through transitional assistance programs. Norwegian NGOs are specifically mentioned as important channels for transitional assistance providing particular knowledge, expertise and networks. Likewise post conflict processes of dialogue across religious lines are highlighted as important mechanisms for building lasting peace. It places Sudan and the Horn of Africa at the center of its engagement on the continent.

Secondly NCA take queue from the 2010 Ministry of Foreign Affairs review of policy guidelines on Sudan which underlines the need to prepare for the post CPA realities and expectations of the respective scenarios. Regardless of the outcome of the referendum, North and South Sudan will be inextricably intertwined and mutually dependant of each other. It places heavy emphasis on capacity development of governments as well as of civil society actors within a results oriented approach. Norwegian MFA will focus on assistance in (i) the development of state institutions, (ii) service delivery with weight on education and (iii) management of natural resources and economic development. Humanitarian assistance will be continued prioritizing geographical areas with most pressing needs. Connectivity between humanitarian assistance and long term development will be prioritized.

2. MAIN INTERVENTION STRATEGIES

2.1 Strategic Priorities and Programmes

2.1.1 Geographical and Thematic Focus

The magnitude and complexity of the Sudan and the issues involved coupled with the strategic potential and comparative advantage of NCA in view of history, trust, relationships and alliances necessitate an interpretation of focused growth at national level to be at three strategic priorities and five program areas.

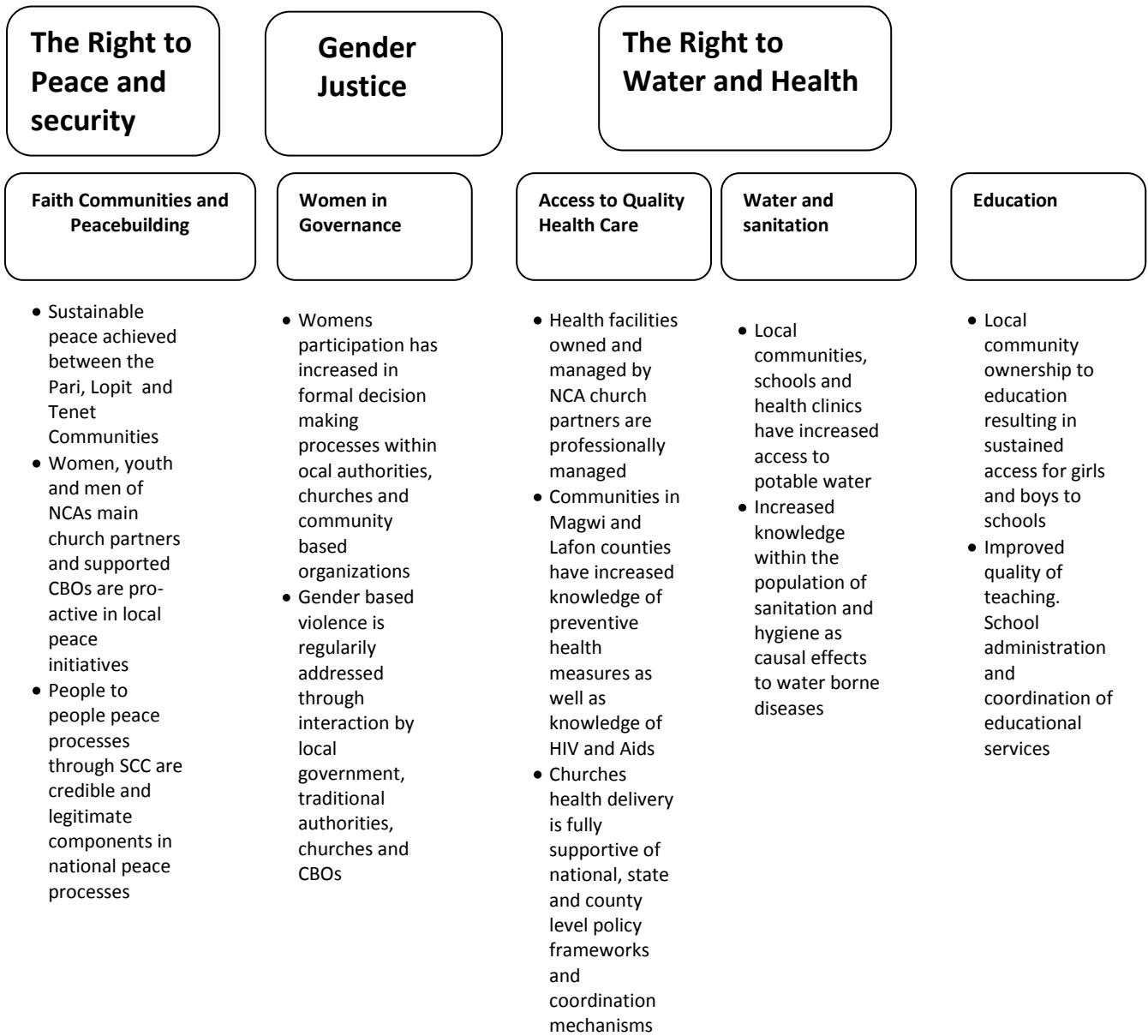
Capacity development of civil society underpins the Sudan program as a key approach towards all sector programs and will be mainstreamed throughout. Emergency preparedness and response will be maintained under the auspices of coordination with ACT Alliance, UN and national government mechanisms.

Education is maintained as a program area within the Sudan program with the intent of phasing out support to formal education based on evaluations and planned exit strategies within the strategic planning period. Skills training and other educational activities falling under the other program priorities will be continued. Support to the Health and Water sector, will be scaled up in parallel with downscaling the support to the education sector.

The description of the geographical contextualization of each of the program areas and their relation to the global focus of each program area is referred to the respective sub country strategies with only a short overview being presented as follows;

South Sudan

The program will consolidate the work in Eastern Equatoria State, focusing primarily on Magwi and Lafon counties. The activities in Western Bahr el Ghazal have been discontinued and Warrap States will be reduced with the aim for a partly handover to the local authorities during the first period of the strategic plan. Some preparedness capacity will be retained in Warrap as it is in close proximity to Abyei which can be a possible flashpoint in the coming years.



A key challenge for NCA in South Sudan will be to contribute to transformation of a mindset of dependency that has developed through more than 20 years of war to a mindset of active citizenship and belief in own capacity to determine the future. The key objectives of the underpinning core approach of capacity development of civil society are described as;

- Develop core church and CBO partners as effective civil society organizations
- Capacity development of local government with emphasis on community participation and strengthening link to local communities
- Support formation of farmers' cooperatives and women's savings and loans groups with the intent of empowerment and increased participation in the public sphere.

An Emergency Preparedness and Response program will be developed in close conjunction with ACT Alliance as well as the CARITAS/CIDSE agencies and churches in coordination with government and UN structures.

South Kordofan, Nuba Mountains and Greater Khartoum

Based on historical engagement as well as strategic analysis of the post CPA challenges and in coordination within the ACT Alliance framework NCA will focus geographically within the Nuba Mountains, in and around Kadugli and Kauda.

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

The integration of a gender perspective has been identified as an issue to be worked with more coherently in the coming period. This will be addressed through local resources partners, technical support and an effort to mainstream gender into all existing and new programme components.

An Emergency Preparedness and Response program will be developed in close conjunction with ACT Alliance as well as the CARITAS/CIDSE agencies and churches in coordination with government and UN structures.

A key challenge for NCA in Nuba Mountains will be to develop an integrated approach where perceived consequence of tensions along the north south border in the post CPA period will be merged with the need for a long term development approach focusing on capacity development of local actors, including local government, to secure sustainable and increased access to basic services of the population. Building local capacities for peace will be a centerpiece strategy in this endeavor. Religion has much more a connector than a divider potential in Nuba Mountains and NCA is well placed to facilitate linkages within this context in seeking community based peace initiatives.

Greater Khartoum area

NCA will continue its engagement in the greater Khartoum area, but phasing out of providing support to schools and scholarships to girls. This will be phased out early in this strategic plan period. NCA will explore the possibility of working on water in the same camps that we leave, in coordination with authorities. The table reflects NCA's focus in the this area over the next period;

An analysis of post CPA scenarios necessitates a presence in Khartoum also in support of a fragile and vulnerable population prone to migration from periphery to center if tensions persist within the country at large. The potential for increased number of internally displaced seeking refuge in Khartoum area must still be maintained and therefore an emergency preparedness and response mechanism in cooperation and coordination with government as well as UN agencies will be developed, especially on water.

Darfur

NCA will continue to be committed to the joint NCA Darfur program supported by ACT/Caritas Alliance in response to the continued humanitarian challenges in South and West Darfur. The humanitarian response will cover activities in health and nutrition, water and sanitation, early recovery school support, agriculture and capacity development. In addition to being operational NCA will continue to work with local national partners as Sudan Council of Churches and SudanAid as well as exploring the possibility for working with other partners. After 6 years of conflict and humanitarian operations in Darfur discussions around humanitarian assistance versus more long term development is surfacing and is one in which NCA is engaged.

2.2 Strategies for Strengthening of Civil Society

NCA will pursue strategies for strengthening civil society through (i) mobilizing communities for social change, (ii) building vertical and horizontal alliances and networks and (iii) mutual capacity development. Each of these three approaches will need to be programmatically engineered within the respective frameworks of the potential and limitations within respective geopolitical realities.

The coming strategic period marks a shift from NCA mainly being operational towards NCA becoming a facilitator and accompanier. NCA recognizes the need to move away from infrastructure provision and delivery of basic goods to developing local capacity to take responsibility for service delivery; whilst at the same time retaining the ability to step in and support partners if necessary. Focus will be on brokering of linkages between resource

partners; organizations and institutions with professional competence and capacities, with local structures both in the form of government as well as faith based and civil society actors. Partnerships with FBOs and CBOs will be strengthened within each of the thematic priority areas. Existing partnerships will be mutually assessed in relation to potential of partnership cooperation and self assessments will be encouraged to develop mutually agreed capacity development plans.

NCA will increase focus on mutual capacity development for fund management as well as planning, reporting and monitoring in line with donor requirements with the objective of mutual and more equitable partnership relations. Care will be taken not to enter into new partnerships at the expense of quality of the NCA programmatic capacity to follow up.

2.3 NCA Integrated Approach

The main focus since the signing of the CPA has been on relief and rehabilitation; responding to emergencies such as in Darfur and Southern Sudan whilst at the same time working with churches and authorities to rehabilitate infrastructure and existing services such as the health sector. All future scenarios for Sudan will have consequences for the planning and implementation of NCA activities. 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.

The overall approach within emergency assistance is to maximize the response from NCA, churches and other ACT Alliance members to possible emergencies in the geographical areas where the organisations are operating. The integrated approach of NCA emphasizes working methodologies which include Disaster Risk Reduction (DRR), broader disaster emergency preparedness, first phase emergency response and longer sustainable development thereby cutting across the emergency to development continuum. NCA emergency preparedness plans are essential to this multi-faceted approach and include assessment of women, men and children's vulnerability to disasters. NCA will together with other ACT Alliance partners and the local government and UN develop joint Emergency Preparedness Plans which outline triggers of emergencies, type of responses, coordination mechanisms and division of responsibilities between the ACT Alliance members, FBOs/CBOs, local government and the UN in an emergency situation.

2.4 NCA ACCOUNTABILITY COMMITMENTS

NCA will become compliant to the Humanitarian Accountability Partnership (HAP) standards and has started the process of being certified. The awareness raising 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.

2.5 NCA Commitment to Mainstreaming Development Principles

2.5.1 Gender Equality

Grounded in NCA's Statement of Principles and WCC's, ACT's and LWF's policy documents, NCA has a commitment to ensure women's rights and gender equality which recognizes that gender inequalities and continued discrimination of women are based on unequal power relations, access to resources and assets. A right based approach to changing this through

addressing the distribution of power, resources and responsibilities whilst challenging men's attitudes, behavior and patriarchal structures and values is how NCA foresees contributing to greater gender equality outcomes. Based on this NCA applies the guiding principles of gender-sensitive planning and implementation. NCA as part of the ACT Alliance is also committed to promoting gender equality as a common value and gender mainstreaming as a method of work to achieve gender equality through the ACT's Gender Policy Principles (<http://www.act-intl.org/manual.php>). The Policy Principles outlines how this should be done in humanitarian action, long term development and advocacy. To mainstream gender equality therefore NCA country offices will undertake gender analysis which is meant to ensure that gender relations and their implications are clarified and ensure that these differentials are addressed, with the objective of greater gender equality in policy and programming outcome. This knowledge will be incorporated into organizational action and especially decision-making. Capacity development, development of clear responsibilities and follow-up plans will take place at each country office, guided by the Gender Equality and Action Plan 2011-2015.

2.5.2 Conflict Sensitivity

NCA has in its Statement of Principles and in its Global Strategy committed itself to Conflict Sensitive Programming. External aid will always impact the context where it is provided. An intervention can facilitate or hinder long-term peace and development. Conflict Sensitive Programming is about how assistance shall be provided in violent conflict settings to help local people disengage from the violence that surrounds them, and begin to develop alternative ways for addressing the problems that underlie the conflict, rather than feeding into and exacerbating the conflict. NCA's methodology for conflict sensitive programming is drawn from the Do No Harm Project (DNH), which is coordinated by Collaborative for Development Action in Boston USA (www.cdainc.com). This approach draws upon 20 years of evidence, showing predictable patterns of impact that external assistance has on Dividers (actors who threaten to peace and stability) and Connectors (actors who support to peace and stability). This evidence is the basis for the DNH training material, which NCA will use to equip staff and partners to develop options for conflict sensitive programming.

All NCA program staff shall be given an introductory DNH training. NCA shall also facilitate training in DNH - or equivalent conflict sensitive programming - for program staff of implementing partners. Reference to conflict sensitive programming will be integrated into all NCA program formats. NCA and partners' program staff will utilize a DNH check list in the planning and monitoring of projects (include Routines and Guidelines link here). DNH analysis will be required of all programs and projects introduced through emergency interventions and in situations where programs are development in a context of conflict. It is also recommended that the DNH check list be consulted for all NCA program implementation to minimize unintended negative impacts of NCA's programs.

2.5.3 Environmental Sustainability

Grounded in NCA Statement of Principles is a commitment to the protection of the environment as part of the Creation with its inherent value that shall be respected and preserved. NCA shall contribute to the sustainable management of natural resources for the common good of all humanity and the benefit of future generations. Based on this NCA applies the guiding principles on Climate Change for ACT Alliance programmes. NCA as part of the ACT Alliance is committed to promote justice and rights for woman, men and children affected by climate change. The Guiding Principles on Climate Change for ACT Alliance programmes outlines how this should be done in humanitarian action, long term development and advocacy.

3. FUNDING STRATEGY

3.1 Resource Frames 2011-2015

Geographical Area	Expected funding for the planned years in NOK x 1,000					
	2011	2012	2013	2014	2015	Total
South Sudan	40,000	45,000	45,000	45,000	45,000	220,000
Nuba Mts	15,000	20,000	20,000	20,000	20,000	95,000
Khartoum	8,000	8,000	8,000	8,000	8,000	40,000
Darfur	60,000	50,000	50,000	50,000	40,000	250,000
Total Sudan	123,000	123,000	123,000	123,000	123,000	605,000

The resource frames pr thematic area for South Sudan as well as Nuba Mountains and Greater Khartoum areas are depicted as follows;

A. South Sudan

Program Area	Expected funding for the planned years in NOK x 1,000					
	2011	2012	2013	2014	2015	Total for period
Faith Comm Peace Building	1,500	2,000	2,500	2,500	2,500	11,000
Women in Governance	1,100	2,000	2,500	2,500	2,500	10,600
Access to Quality Health	7,400	8,000	8,500	8,500	8,500	39,400
Water, San. and Hygiene	4,700	7,000	7,500	7,500	7,500	34,200
Education	4,000	4,000	0	0	0	8,000
Emergency Assistance	7,000	7,000	8,000	8,000	8,000	38,000
Capacity Dev Civil Society	2,300	3,000	3,500	3,500	3,500	15,800
Program techn. admin support	12000	12,000	12,500	12,500	12,500	61,500
	40,000	45,000	45,000	45,000	45,000	220,000

B. South Kordofan, Nuba Mountains and Greater Khartoum

Program Area	Expected funding for the planned years in NOK x 1,000					
	2011	2012	2013	2014	2015	Total for period
Faith Comm Peace Building	1,000	3,000	4,000	4,000	4,000	16,000
Gender Based	2,000	2,500	2,000	2,000	3,000	11,500

Violence						
Women in Governance	1,100	2,000	2,500	2,500	2,500	7,500
Access to Quality Health	5,000	5,000	5,000	8,500	8,500	26,800
Water, San. and Hygiene	7,500	12,000	13,500	15,500	14,500	63,000
Education	5,000	3,000	1,000	0	0	9,000
Program techn. admin support	1,500	1,500	1,500	1,500	1,500	7,500
	23,000	28,000	28,,000	28,000	28,000	135,000

3.2 Proposed Funding Strategy

South Sudan:

- A negotiated initial 3 year agreement (2010-2012) for South Sudan with Norwegian Ministry of Foreign Affairs with a financial framework of NOK 20-25 million per year. It is expected that this framework will be extended beyond 2012 to accommodate the strategic planning period and that it can be increased slightly on an annual basis pending documentation of results and emerging needs
- Dependent on the developments in South Sudan, funding to increased humanitarian assistance could be sought through ACT Alliance, CHF Emergency Fund or additional funding from the Norwegian MFA to humanitarian assistance
- NCA Own Funds and NORAD funds will represent core funding to the program, needed to have certain flexibility and secured funding. It is wanted that this funding would increase to secure a basic funding base for running the program.
- A potential sector funding within health, water and sanitation from multi-donor trust fund mechanisms such as Sudan Recovery Fund, CHF and other UN based funding mechanism.

Nuba Mountains:

- Continuation of a negotiated initial 3 year agreement (2009-2011) with the Norwegian MFA for Nuba Mountains of NOK 10 million per year with an expected increase in view of strategic importance of border areas in Norwegian policy framework for assistance to Sudan
- The potential sector funding within health, water and sanitation as well as emergencies (which would include livelihoods) from multi donor trust fund mechanisms such CHF and other UN based funding mechanisms
- A potential funding for emergencies from the ACT Alliance network, CHF Emergency Fund or Norwegian MFA

Khartoum based programs:

- NORAD and NCA own funds in order to secure basic operation of the programs as well as peace and development programs
- Earmarked NORAD FGM funding at the same level as 2010 or a slight increase
- Funding from UNIFEM, UNFPA, UNICEF or others to gender and peace programs
- In case of conflict there will be an influx of IDPs to Khartoum from the periphery which implies a necessary funding response from the international community

Darfur:

- Continued funding from the ACT and Caritas networks, with a foreseen decrease over a 5 year period

- Sector funding from institutional donors (CHF, CIDA, ECHO, etc) at the same level or increase to water and health
- Continued funding from the Norwegian MFA at the same level as today as NCA is the only Norwegian NGO working in Darfur
- NCA will explore possibilities of attracting funding from non-traditional donors
- Assumption of continued presence of Darfur national partners

3.2.3 Capacity Assessment

The outcome of the referendum in January 2011 may have implications for the organization of the NCA Country Program. NCA Sudan program is prepared to deal with either outcome and NCA's flexibility to adapt is emphasized and planned for in the coming period.

The coming strategic period marks a shift from NCA mainly being operational towards NCA becoming a facilitator and accompanier. NCA recognizes the need to move away from infrastructure provision and delivery of basic goods to developing local capacity to take responsibility for service delivery and more long term development concerns; whilst at the same time retaining the ability to step in and support partners if necessary. Focus will be on brokering of linkages between resource partners; organizations and institutions with professional competence and capacities, with local structures both in the form of government as well as faith based and civil society actors. Partnerships with FBOs and CBOs will be strengthened within each of the thematic priority areas. Existing partnerships will be mutually assessed in relation to potential of partnership cooperation and self assessments will be encouraged to develop mutually agreed capacity development plans.

NCA is present in Sudan as part of the ecumenical platform and contributes to developing its local capacities, especially in the South. In addition NCA has a legitimate room for maneuver beyond this when the needs surpasses local delivery capacities. However, NCA takes care not to contributing to lifting the local capacity beyond what is sustainable after the exit of donors and other actors.

This shift will require that NCA strengthens its resources and technical competencies in all programme areas as well as in NCA's standards, as set out in the Statement of Principles (2008). Efforts are underway to strengthen human resource capacity, both in Khartoum and Juba, which will address some of the capacity gaps. In extension recruiting new staff, training existing staff and using external technical support will be strategies employed to change the envelope of capacities and competencies in line with what is outlined in this country strategy.

3.2.4 ACT Alliance Coordination

ACT members in Sudan has already established good working relationships and an ACT Sudan has been formed consisting of ECCO, LWF, Finnish Church Aid, DCA, Christian Aid, SCC and NCA. The close relationship and coordination with the ACT members will be continued and strengthened in the coming planning period.