

# Norwegian Church Aid Sudan Strategy 2016-2020

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**NORWEGIAN CHURCH AID**  
actalliance

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## List of abbreviations

ACT	Action for Churches Together	JICA	Japan International Cooperation Agency
ANC	Ante Natal Care	LAS	League of Arab States
CAP/G	Community Action Plan/Group	KAP	Knowledge, attitude and Practice (survey)
CAFOD	Catholic Agency for Overseas Development (UK)	NCA	Norwegian Church Aid
CBO	Community Based Organisation	NFI	Non-Food Item
CHF	Common Humanitarian Fund	NNGO	National Non-Governmental Organisation
CSO	Civil Society Organisation	OCHA	UN Office for Coordination of Humanitarian Affairs
DP	Darfur Programme	OM	Operation and Maintenance
DRC	Disaster Risk Committee	PLW	Pregnant or Lactating Women
EPR	Emergency Preparedness and Response	PNC	Post-natal care
ERRADA	Emergency, Relief and Rehabilitation Development Agency	SAM	Severe Acute Malnutrition
FGD	Focus Group Discussion	SCC	Sudan Council of Churches
FGM	Female Genital Mutilation	SMoH	State Ministry of Health
GAM	Global Acute Malnutrition	TA	Technical Agreement (with GoS)
GoS	Government of Sudan	UAE	United Arab Emirates
HAC	Humanitarian Aid Commission	UNOPS	United Nations Office for Project Services
HAP	Humanitarian Accountability Partnership	WASH	Water, Sanitation and Hygiene
HH	Household	WES	Water and Environmental Sanitation (of GoS)
IDP	Internally Displaced Person	WFP	World Food Programme
INGO	International Non-Governmental Organisation	WHO	World Health Organisation

## Executive summary

With a history that stretches over more than 40 years of working in the 'greater Sudan', NCA has gained a lot of experience on which to build. It has been a history with a variety of learning curves, some years being more challenging than others, as the country goes through different political phases with the most recent being the separation of South Sudan, but also experiencing violence in different parts of the country which still continues in the states of Darfur, the Kordofan and Blue Nile. This contributes highly to a very difficult living situation for a large part of the population who will continue to be in real need of humanitarian assistance.

This is also the main reason for NCA to continue to have a presence in Sudan; the overwhelming suffering for the many communities where NCA is recognized by the local population as well as the government at all levels to be a professional and trusted partner.

The new strategy developed and being implemented over the next few years is to work with local national partners. From being a very active implementing INGO it has become and will continue to be even more important to develop the capacity of national partners to be professional and responsible actors in humanitarian and development work. In this country there is only one church based NNGO (ERRADA), which is an obvious partner and will continue to grow in order to be an organization delivering quality work of good governance. NCA is the only ACT Alliance member in Sudan and does have a special commitment to support this only national ACT member. NCA is also the only traditional Norwegian INGO working independently in the country (Norwegian Red Cross is working with Sudanese Red Crescent, though).

Geographical focus for the years to come will be to continue and strengthen activities established over the past years; humanitarian work in the Darfur states which hopefully will gradually move into recovery if peace allows, and more recovery and development work in Kordofan states. What will have to be developed is some work in White Nile state which is a traditional working area for ERRADA (the church partner).

Special focus and concern will be made to target women / girls and children and the youth population.

Programmatic focus will continue to be WASH, Health and Economic Empowerment.

Funding for humanitarian and development work in Sudan has showed a declining trend over the past years. This is experienced by both the UN as well as the INGO sector. For Darfur in particular - after more than 10 years of humanitarian needs it is about to be forgotten among donors, not least because of all new humanitarian crises in need of funding. For NCA it will be necessary to justify to ACT and Caritas donors for them to continue their support in Darfur, as well the Norwegian Government and NORAD, but also to explore new funding opportunities from the local donors present in the country.

The prerequisites for being able to implement what is planned will be that the GoS welcomes the work of the international community by providing agreements and work permission and visas for international staff. It is also necessary for NCA staff to have access to programme / project areas, and that there is a peaceful environment for implementing partners.

Even if NCA is less involved in implementation it will continue to be necessary to have an office and representation in the country to directly contribute to building partner capacity as well as to monitor programme implementation for securing quality work. This presence is also important for necessary risk management.

Space for civil society being limited and controlled in Sudan, NCA's understated but yet vitally important contribution to strengthening civil society happens in following ways:

- Focus will be in the strengthening of the community-based grass-root level structures such as water and health committees who will be able to advocate for the rights of the community members
- NCA will continue to capacitate ERRADA – and subsequently SCC – as the only registered FBO in the country to take responsibility and play an active role in social development work of the churches in Sudan
- NCA does not treat local partners as contractors, but is actively working together with them side by side to jointly improve the quality of work and helping them to become better contributors in building up the Sudanese society.

## 1. Context analysis

### **Sudan still a country with huge conflict-related humanitarian needs**

Sudan has now lived four years as a 'new' country since the 2011 secession of South Sudan. Despite the high hopes and efforts by various stakeholders, the secession didn't bring the much-needed stability and development to Sudan. The humanitarian situation is no better than in 2011: Violence in the Darfur region continues unabated and has even intensified and become more complex. Arab militias and para-military forces such as the Rapid Support Forces (RSF) have been attacking non-Arab communities, fighting each other, taking part in increasing communal conflicts – this all in addition to the armed conflict between the Government forces and rebels (Sudan Revolutionary Front, SRF). Thus, the ending of this violence will not only require negotiations between GoS, SRF and the unarmed players, but also parallel local processes to address the local level conflicts that have been on increase during the past few years.

Some 450,000 persons were newly displaced in 2014, adding to some two million long-term internally displaced persons (IDPs) since fighting erupted in 2003 and bringing the total number of IDPs to 2.5 million in Darfur alone<sup>1</sup>.

The fighting that started 2011 in South Kordofan and Blue Nile between GoS and SPLM-N has created an IDP population of 0.4 million in the Government controlled areas - in addition there are hundreds of thousands beyond the reach of any humanitarian assistance in the areas outside Government control. The areas receiving IDPs from South Kordofan and Blue Nile have also since 2013 received nearly 200,000 refugees from South Sudan, further increasing the pressure on host populations and the meagre natural resources and basic services.

IDPs in the camps in Darfur have been uprooted from their rural environments where most have lived in subsistence agriculture. This disruption in their livelihoods has rendered the populations vulnerable and with multiple humanitarian needs, including WASH, health, livelihoods and protection. A large number of major humanitarian actors have been expelled since 2009, and those remaining (NCA among them) play also a significant role in protection of camp-based IDPs by their sheer presence. The IDPs often see the GoS taking sides with the militia forces and fear that without presence of international organisations, they might be vulnerable for attacks by armed groups.

### **Major inequalities**

However, not only are the populations in conflict-affected areas vulnerable. Sudan suffers of a strong division between the fairly well-developed and stable centre around the capital, and neglected and undeveloped periphery where human development indicators are comparable to poorest regions elsewhere in Africa. For example, 59 out of 184

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<sup>1</sup> Sudan 2015 Humanitarian Response Plan (UNOCHA)

localities in Sudan experience acute malnutrition rates at or above the emergency threshold of 15%<sup>2</sup>. Although an estimated 46.5% of the population lives below the poverty line, poverty incidence in North Darfur is approximately three times that of Khartoum State<sup>3</sup>.

### **Deficits in human development**

The ranking of 169 out of 187 on the Human Development Index<sup>4</sup> reflects huge deficits in access to basic services such as nutrition, health, education and safe drinking water as well as economic vulnerability. For example<sup>5</sup>, maternal mortality is estimated at 360 deaths/100,000 live births; infant mortality at 52.86 deaths/1,000 live births; access to improved water supply 55.5% of the total population (access to water and sanitation has actually declined compared with the year 2000 census); births attended by skilled personnel 21%; adult literacy rate 73% . Sudan's achievements towards the Millennium Development Goals vary in consistence with centre-periphery division with far higher scores in geographical areas of the centre while the periphery regions (such as NCA target areas of Darfur and South Kordofan) would rank as being perhaps among the lowest achievers in a continental perspective indicating serious gaps in the Government's capacity in provision of basic services.

### **Large youth population**

According to the 2014 United Nations Human Development Report (UNHDR), Sudan has an estimated population of 38 million people. 61% of the population are below the age of 25. Their participation in the social or political life is limited. By the age of 19, 38% will already be married. Youth unemployment for the age group 15-24 was estimated at 22.9% and for individuals 15 years and older at 19.8%<sup>6</sup> .

### **Power relations**

The National Congress Party (NCP), headed by President Bashir, has been ruling Sudan with a tight grip since the military coup of 1989. As a result of the 2015 elections the NCP rule will continue – President Bashir won the presidential election by a 94% landslide. The elections, however, were largely boycotted by the major opposition parties, and the official voter turnout was 46%.

There has been constant calls for a national dialogue between the NCP-led GoS and the non-armed opposition forces, but so far, not much has materialised. A dialogue between the GoS and the armed rebel groups is close to non-existing. Contacts for INGOs with the rebel movements are not possible, and the role on INGOs to work in the conflict is limited to what the GoS allows. In the more limited conflicts of interest or clashes between the different interest groups such as farmers and pastoralists, the NGOs can, however, play the role of peace-builders and at the very minimum, apply the principles of Do No Harm in their interventions.

It should be kept in mind that the political climate in Sudan is characterised by unpredictability which can affect any interventions and long-term plans.

### **State's institutional capacity**

The 2011 secession of South Sudan has been a hard blow for the largely oil-dependent economy of Sudan. The recession that followed the secession has further hampered the Government's ability to provide basic services, especially in the peripheral areas and for the marginalised populations. These include the conflict-affected populations in Greater Darfur and Greater Kordofan that have been NCA's main target areas for years.

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<sup>2</sup> Sudan 2015 Humanitarian Response Plan (UNOCHA)

<sup>3</sup> <http://www.worldbank.org/en/country/sudan/overview>

<sup>4</sup> <http://www.undp.org/content/undp/en/home/librarypage/hdr/2014-human-development-report/>

<sup>5</sup> <https://www.cia.gov/library/publications/the-world-factbook/geos/su.html>

<sup>6</sup> <http://hdr.undp.org/en/countries/profiles/SDN>

In addition to the reduced oil income, the on-going conflicts have negatively affected the Government's ability to provide basic services in the said areas. There are issues of insecurity, lack of access, and challenges in retaining trained personnel in such areas. The insecurity has also negatively affected the flow of goods and means of trade, thus also affecting the livelihoods of the affected populations. The repeated displacements have disrupted the delivery of services such as health, water, education and livelihoods to millions of people.

### **Role of Civil Society**

The space for organised civil society is very limited in Sudan as is their role in service provision. In the name of the Government policy of Sudanisation the GoS is on one hand promoting the Sudanese NNGOs to take a stronger role in society, but on the other hand, the Government is putting strict restrictions in place about what the CSOs are allowed to do. All the CSOs need to have annual registration by the GoS, and recent years have seen a lot of CSOs denied this registration – especially so if the CSOs are active in areas that are considered to be close to human rights or mobilising communities. There are no signs that this general restrictive climate for CSOs would change anytime soon.

Nevertheless, the GoS is allowing – and even encouraging – the operation of small community-level organisations such as water committees, health committees, farmers' associations, local women groups and the like, thus providing space for NCA to work in an area where it has the most experience. The work with such bodies needs to be carried out in collaboration with the relevant GoS structures. Such organisations play an important civil society role at the grassroots level advocating for protection of environment, handling disputes in a democratic way, creating opportunities for income generation, promoting good hygiene practises etc.

After the secession of South Sudan and the mass exodus of the Southerners, the GoS has made calls for a "100% Islamic" constitution and limited the freedom of the small Christian minority and churches.

Given the factors seen above, one can see that the humanitarian context in Sudan is particularly complex. The needs call for action by various stakeholders, and INGOs such as NCA have a clear role to play complementing the GoS efforts in provision of basic water and health services in the underprivileged periphery areas, fighting economic inequality by assisting in promotion of livelihoods of marginalised communities, and promoting peaceful co-existence at community level by strengthening the grass-root level community-based organisations. In the volatile IDP-context of Darfur, the sheer presence of humanitarian actors can be a lifeline for the IDP communities, and an important catalyst for safe returns and progress towards sustainable peace.

## **2. Lessons learned**

Working in Sudan is challenging and unpredictable in many ways. The GoS / HAC has a final say in everything: they are often challenging the selection of partners who may after a while be rejected registration; in approving Technical Agreement (TA) they are not very much in favour of soft components; travel permits and access to project areas are from time to time difficult to obtain. This all means partners have to be selected with care, and that soft components have to be integrated with other activities. On monitoring, there is a need of being patient and flexible in order to have access at the right time.

The past 5-year period has been the first time NCA Sudan has made a concerted effort to work through local partner organisations. At the end of 2014, all the project work outside

Darfur was carried out by national partners. Working through partners voluntarily and in a constructive spirit of partnership is certainly more conducive than being forced to do so if and when the GoS will put more strict measures in place to direct the project implementation to NNGOs. The national partners, however, need a lot of capacity building and close monitoring, thus making working through partners less efficient in short-term perspective and in terms of direct outputs.

During the past strategic period, the work with partners has by and large been based on annual project proposals. Experience shows it is advisable to prepare proposals for the whole funding period and have only more detailed budgets and workplans on an annual basis, with possible amendments to the longer term project plan. Also, administrative processes are time consuming and demanding and need to be taken into consideration when planning activities. In practise this means for example starting the planning process with partners for the following year already months before the end of the year. Annual project plans for next year should be received by the Country Office already by the end of October.

NCA Darfur Program has been in the forefront in introducing solar pumping on water wells. These lessons learnt can be utilised in the future plans for extending WASH services. There are, however, challenges related to theft of solar panels and other equipment as well as availability of spares that will need to be taken into account.

A practical lesson learnt is the direct link between community capacity building and sustainability of community-based water resources. In West Kordofan NCA's partner SOS Sahel has been implementing simultaneously a capacity building programme for local CBOs and a WASH programme with emphasis on rehabilitating handpumps and other water sources. Lack of community ownership has been the main reason for water sources falling into disrepair, but now the CBO capacity building programme has helped to create the sense of local ownership that also supports the sense of ownership of water sources as well. The same principle applies to the link between community participation and sustainability which has clearly been a problem area in Darfur, but also elsewhere. However, concerted efforts towards community participation have created some encouraging results in Darfur.

In Darfur, the sustainability of water supply has been boosted by targeting livelihood interventions to water committees and committee members with the concept that part of the profits created will be given for the OM costs of the water supply scheme.

Lastly, the importance of having at least some kind of baseline data collected before the start of any intervention is a lesson learnt. If no baseline data exists, use of proper indicators for progress and success becomes very difficult. We have faced restrictions from the authorities in baseline data collection, and some partners may not be very experienced in baselines, but baselines for project purposes don't need to be extensive and exhaustive scientific studies, but a simple collection of even a few relevant facts. This will also be easier to justify to the authorities.

### **3. Geographic focus**

#### **NCA's geographic focus areas**

NCA has already during the past planning cycle been in the process of narrowing down the focus in fewer geographic areas for a greater impact. The process of phasing out from East Darfur is almost finished, and there will be no interventions in Khartoum State either during the next strategic period except for partner capacity building. In Darfur, the focus will remain in Central and South Darfur States, with field offices in state capitals of

Nyala and Zalingei. The field office in Garsila will be closed as part of the streamlining process of the Darfur Programme.

In case of no improvement in the security situation in Darfur, NCA will continue working in and around the IDP camps where it has been present so far. NCA presence can be important not only from the point of view of the needs, but also from the protection point of view. In addition, interventions will be extended to returnee areas, should verified voluntary returns take place. The situation will be continuously monitored.

In Kordofan the focus will be in localities of Al Goz, Abu Zabad, El Khewi and El Obeid – and possibly in the surrounding localities should the need arise. In most of these localities, NCA will be the only outside donor providing assistance. In addition, some limited interventions are expected in White Nile where NCA's only faith-based partner, ERRADA, has a presence and activities among IDPS and South Sudanese refugees.

In order to further intensify the impact, NCA plans to have a holistic approach in the target localities through implementation of different thematic projects (WASH, health, livelihoods, capacity building) that will support and have synergy with each other.

### **Criteria used for geographic selection**

The choice of programme intervention areas has been based on needs, as well as NCA and partners' previous presence and experience in these areas. NCA has been providing humanitarian assistance in Darfur since the crisis started in 2004, and builds on experience gained through these years, as well as the continuing Darfur Programme under the ACT and Caritas movements. In Kordofan, NCA and partners continue to build on work done over the previous strategic period to ensure gains made are sustained.

## **4. Theory of Change for NCA**

NCA's vision for Sudan is a peaceful country with a health and economically empowered population

NCA's goal for her work in Sudan in 2016-2020 is to contribute to building resilient communities where people participate in their own development and gained access to basic services as well as economic opportunities.

This vision stems from the challenges the Sudanese people particularly in NCA's target areas of Greater Darfur and Greater Kordofan are facing in terms of insecurity, high morbidity and mortality, inadequate access to water and limited economic opportunities and opportunities disrupted by conflicts. The overall decline in Sudanese economy after the 2011 secession of South Sudan has led to challenges in GoS service delivery and increasing poverty levels especially among marginalised people although latest official statistics are only from 2009. Those statistics show incidence of poverty to be at 47% - but that there is a huge discrepancy between the areas around capital Khartoum and the peripheral rural states (such as Darfur). The same applies to access to basic health services and mortality rates. For example, the child mortality rate in Darfur (170) is almost three times that in Gezira state (63).<sup>7</sup>

To achieve the goal stated above, NCA's programme in Sudan will follow three key pathways of change:

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<sup>7</sup> <http://www.worldbank.org/en/country/sudan/overview>

If the target communities have sustainable access to safe and adequate water, sanitation and hygiene services, then their health status will be improved due to decrease incidence of water-borne diseases, and their livelihood status, based on livestock rearing and also irrigation agriculture, will be improved. This will happen because through our interventions, there will be feasible WASH infrastructure in place, and through community mobilisation, communities take ownership of their WASH facilities, and because of ample supply of water, livestock rearing will prosper. NCA assumes that local authorities will allow community mobilisation and training to take place.

If people in target areas have access to primary health care services and have trained medical staff such as midwives and community health workers (CHW) based in their communities, then there will be reduced maternal and child mortality and people will be healthy. This will happen because NCA through her partners will rehabilitate dysfunctional health facilities, train the needed health personnel, and establish and empower health committees to act as link between the rights holders and duty bearers. NCA assumes that the local Ministry of Health will participate in the process by employing the trained staff and taking responsibility of running the health facilities. NCA also assumes that the trained midwives and CHWs will be committed to stay and work in their communities.

If the communities have knowledge on modern farming techniques and have supporting community structures in place, and if the producers can add value to their products and have improved access to financing as well as to markets, then the IDPs and rural dwellers will have viable access to employment and will be able to produce their own food and surplus. This will happen because NCA will train communities in farming techniques and natural resources management, establish loan and savings schemes, support the organisation of producers into groups and associations, assist in accessing markets and in adding value to their products. NCA assumes that there is access to safe cultivation areas to increase the acreage and that there is conducive environment for multi-year development programmes.

These may not be all the changes that are needed for the overall vision to become reality, but these represent the changes where NCA and partners have a role to play and have added value in contributing to change. For people to have access to basic services (such as health and WASH), the GoS and/or NGOs need to provide such services in an inclusive manner, and for that, the necessary infrastructure needs to be in place, trained people available to offer such services, and community-level structures in place to sustain the services. NCA and partners have a role to play in assisting the duty bearers (primarily the relevant Government departments) to be in a position to provide the services by helping in creating the initial infrastructure (such as water sources, or health facilities), but also in educating people to advocate for their rights to services and in sustaining the services through mobilising, capacitating and empowering the communities. In emergency contexts it may even be necessary for NCA to provide such services on temporary basis from the perspective of saving lives, but that shouldn't be a permanent solution.

Strengthening the civil society is one of the core areas of NCA's work. If community-based organisations (such as WASH and health committees and producers' associations) are strengthened and capacitated, then the sustainability of interventions is ensured, and furthermore, CBOs will be in a position to advocate for their communities, and this will lead into good governance being in place.

The value-added of NCA is in the long-term approach of NCA. During the more than four decades in Sudan, NCA has grown to become one of the main INGOs in the country, and this is particularly true when it comes to Darfur. NCA has gained the trust and acceptance not only of the IDP communities, but also of the GoS and HAC, thus making it possible to carry out interventions in an environment where not many actors are able to

do so. Furthermore, there is added value in the approach that NCA does not implement isolated interventions, but tries to provide holistic solutions, bringing together different partners with different expertise. NCA, as a recognised humanitarian actor, has also access to a broad funding base both locally and internationally.

## 5. Strengthening civil society

The Civil Society Organization (CSO) sector in Sudan is extremely fluid embracing a broad range of actors. At present the most important legislation for CSOs, is the “Organization of Voluntary and Humanitarian Work Act” ratified on the 5th March 2006.

The GoS / HAC has announced a strategy where all INGO’s are expected to work through NNGO’s. Following this plan no INGO will be allowed to be operational, but to work only through registered national partners as of 2016.

### **Working strategically with civil society**

On the background of the above CSO Legislation and registration as an INGO in Sudan NCA is allowed to work with only HAC registered NNGO’s. This disclose NCA from working with other CSO’s such as local FBO’s, women and youth groups to mention some. While the Sudan Council of Churches (SCC) played a very active role in the peace process before the independence of South Sudan, this umbrella church organization has become much marginalised in the new Sudan.

ERRADA is the humanitarian wing of the SCC and the only national church-based organisation registered with HAC. This NNGO is of high importance to NCA and will be given much attention in order to develop its capacity, and thereby also that of SCC. . This partnership will be developed in close cooperation with relevant regional and ACT member partners (e.g. AACC, FECLEHA, etc.).

NCA works with a total of seven NNGOs. Much resources will be spent on selecting partners for long term partnership and developing their capacity and eventually identifying new partners for long term partnership. Through programs and projects with partners NCA will motivate partners to focus on addressing women, children and youth in particular. To enable the youth to contribute to developing their community they need to be healthy and educated. NCA will support outreach activities to sensitize young Sudanese on different issues including gender and women’s rights, sexual and gender-based violence, female genital mutilation (FGM) and early marriage.

The strategy of working with partners will mean investing in developing their capacity enabling them to be responsible, accountable and innovative actors in developing the society. Building capacity will be through accompaniment, secondment and specific training programs in sectors of need for quality improvement, planning, monitoring and reporting. NCA partners should be in the frontline on gender sensitivity, accountability and good governance.

### **Contributing to strengthening civil society through programme work**

While governments remain the primary interlocutors for country-level engagement, civil society and private sector inputs into all humanitarian and development work are important to ensure full national ownership and relevance.

For NCA, working with CSOs in Sudan means working with national NGOs registered with and approved by HAC to be a NCA partner. They need to be given the capacity to deliver good quality work and to be good examples in the society. However through the NNGO partners NCA wants to reach out to the non-formal CBOs at grass root level; such as women and youth groups, farmers associations, etc where it is believed much more can be done to bring change.

Grass root level capacity building and strengthening of community level civil society structures will be one of the key areas during this coming strategic period. The past poor level of service delivery in WASH and health can by and large be contributed to the lack of proper community level structures to maintain such services (such as water sources, for example) and to advocate for communities' rights towards duty bearers. NCA plans to put increasing focus on not only establishing WASH or health committees or farmers' associations, but meticulously following up their work and maturing over an extended period of time. This kind of investment in capacitating the local structures has proved to be fruitful in increasing the feel of ownership by the communities of the assets provided to them through development interventions.

### **Capacitating partner organisations as accountable and sustainable civil society actors**

Measurement of the accountability systems among NNGOs are generally found to be at a very low level. This refers to indicators including; internal administrative system, people and community participation, reporting system, personnel policy, financial systems, regular meetings, strategic planning, monitoring system and resource mobilization strategies.

The governance system of CSOs remains a major area of concerns. They include; annual general assembly meeting, election of the executive committee, changing of chairperson on the basis of election, presence of a board of directors, existence of structure with staff and gender sensitivity.

Parallel to Partner program and project implementation NCA will assess, monitor and make sure that good governance are developed and practiced with all partners.

Experience and various assessments have shown that general lack of capacity, fuelled by departure of many competent staff members to South after the secession of South Sudan, is the main bottleneck for NCA's partners to become effective and efficient civil society actors. An important tool in addressing this deficit is the new *Programme Support Unit* that is to be established within NCA for the sole purpose of building the capacity of our national partners through accompaniment, secondment and training – and at the same time, ensuring the delivery of interventions for the beneficiaries.

## **6. Programmes**

### **6.1 Reproductive Health**

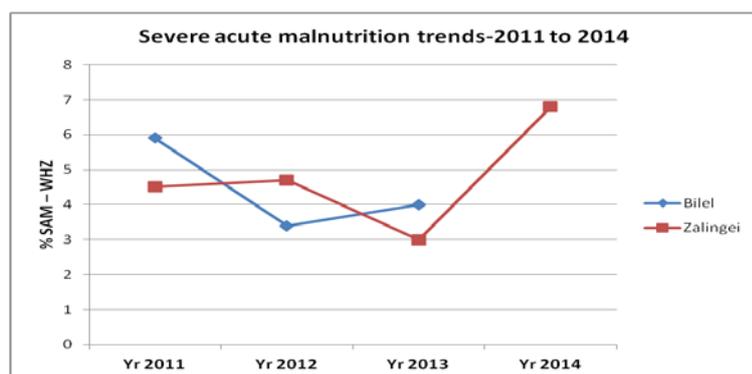
#### **Problem/Needs analysis**

The health systems in Darfur and Kordofan remain in a state of disrepair following years of civil war. The distinct shortage of skilled health workers and non-functional health facilities has resulted into inadequate access to healthcare for large populations. In Darfur, this situation is exacerbated by the continued displacements of persons into the camps where NCA operates. As a result 2011 to 2014 saw rapid and increasing reverse in the health indicators gains that had been achieved over the years. Data from NCA-supported facilities shows declining indicators of severe acute malnutrition from 2012 to 2014. Inadequate and unsustainable support to target communities may lead to a slide to catastrophic levels which will be more expensive to correct.

The current SAM rate for Zalingei is more than 3 times the standard threshold for emergencies of 2%. This is an indicator for a potentially catastrophic health situation for

the population. SAM lowers a child's immunity leading to susceptibility to diseases such as diarrhoea, acute respiratory infections and more medical complications contributing to high mortality whilst general global acute malnutrition contributes to poor health status of both the mother and child right from conception time where growth is adversely affected and contribute to future child low cognitive factor. It is therefore essential in this context that NCA ensures a shift to lower cost effective and continuing sustainable health and nutrition services delivery to save the lives of these children, pregnant and lactating women in the target areas of operation through the five years of transitional change.

**Graph: Severe acute malnutrition trends-2011 to 2014:**



\* No data available for Bilel for 2014

Similar data describing the situation in Kordofan does not exist as the SMOH doesn't have proper mechanism for data collection, and the NCA-supported facilities are not yet at that stage of data collection. There are, however, indications that the situation is worse than in other parts of Sudan.

According to the Ministry of Health, the South Darfur state has the highest maternal mortality rate in Sudan at 334 deaths per 100'000 births. The State Ministry of Health in South Kordofan has recommended Abu Jubeiha as a new intervention area for NCA in addition to Al Goz, justifying it for example by the recorded maternal mortality rate of 266/100'000 which is reportedly the highest in South Kordofan. Whilst these figures can be fairly unreliable as bulk of the deaths happen at homes and will never be recorded as maternal deaths, they nevertheless give an indication of the magnitude of the problem. Another indication is that for example the locality of Abu Jubeiha with a total population of 172'000 has only one delivery room at the Abu Jubeiha rural hospital.

Based on this problem analysis, the **overall goal** for the health and nutrition programme in Sudan has been defined as «Reduced maternal and child mortality».

### Theory of Change

If people in target areas have access to primary health care services and have trained medical staff such as midwives and community health workers (CHW) based in their communities, and if the level of health awareness is raised among the population, then community members start taking responsibility of prevention of diseases, people will start preferring giving birth assisted by trained personnel, and consequently, morbidity will decrease, there will be reduced maternal and child mortality and people will be healthier.

This will happen because NCA through her partners will rehabilitate dysfunctional health facilities, train the needed health personnel for both community level and for the health facilities, and establish and empower health committees to mobilise communities and to act as link between the rights holders and duty bearers. NCA assumes that the local Ministry of Health will be participate in the process by employing the trained staff and taking responsibility of running the health facilities. NCA also assumes that the trained midwives and CHWs will be committed to stay and work in their communities.

## **Description of the health programme**

NCA and partners have a role to play in achieving all those long-term changes mentioned. Some of them are also results of other thematic programmes by NCA – for example the WASH programme will be a major contributor to improved hygiene, and economic empowerment interventions will partly contribute to people eating healthy, nutritious food – in addition to the work on behavioural change done by the health programme. With the realisation of the linkages between poverty and health, it is also important to link the livelihoods and health interventions. NCA will make a concerted effort for integration of its interventions so that various thematic programmes, carried out perhaps by different partners, don't work in isolation.

Increased and sustained access to primary health care services will be a major focus area in the work towards the vision. In Kordofan (and to lesser extent in White Nile) this may mean rehabilitation of non-functional health facilities and advocating towards the SMoH to provide trained staff and drugs for the facilities. It may mean assisting the SMoH in provision of training for midwives and other medical personnel. It will mean training local health committees and ensuring their commitment to advocate for the rights holders. In Darfur, the amount of external aid in the scale of previous years will not be available any more, and thus, a transitional shift from NCA direct health services delivery to provision of services in partnership with national organisations (Mubadiroon, ERRADA and DPI) and SMoH is foreseen in order to ensure health services at a lower cost and more sustainable basis. This will need to happen in tandem with strong capacity building of the national partners.

For births to be attended by skilled midwives a number of changes are needed: first of all, skilled midwives need to be available. This means facilitation of training of midwives. A behavioural change is also needed: mothers will need to understand the benefits of ANC and PNC services and giving birth under clean, controlled conditions. At the moment the utilisation rate of maternal new born, child and reproductive health (MNCRH) services is very low especially in Kordofan. Abandoning FGM and early marriage will be included in the reproductive health education to the extent possible.

In Darfur, where NCA will continue having responsibility over the actual service delivery, the services will focus on provision of critical safe motherhood interventions such as routine ANC/PNC checks and treatment of pregnant and lactating women, innovative referral linkage of emergency obstetrics and neonatal care at both community and health facility level through availability of donkey carts, provision of clean delivery kits for women delivering, and active involvement of TBAs at the community level as community own resource referral agents championing importance of ANC, delivery by skilled person and PNC.

Effective vaccination programmes will require both advocacy work and provision of support for MoH vaccination campaigns. Mobilisation and empowerment of communities will be a key for the successful materialisation of all the described changes.

This said, there is a crucial need for health sector emergency response capacity to be maintained in Darfur through the strategy period, particularly given the unpredictable political situation with the ongoing tribal and internal rebellions, which can lead to violence, displacement and result in acute needs in NCA's areas of intervention.

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

### **Problem / Needs analysis**

In Sudan the general trend of improved water supply in rural areas declined between 1990 and 2012. In 1990 the percentage of households with improved water supplies in rural areas were rated at 61%. The political instability and the conflicts that became rampant are the two factors hindering GoS to deliver WASH services to a growing population (with public investment into social service not keeping up with population

growth) leading to a decline in this figure to 50% in 2012. Access to sanitation declined from 52% to 41% over the same period.<sup>8</sup>

Whilst actual up-to-date data is difficult to obtain from the target areas in Kordofan and Darfur, common understanding is that those areas are worse off than other parts of rural Sudan in terms of water and sanitation coverage. It is not that there would be no water infrastructure – the problem is that years of fighting and displacements have destroyed the infrastructure and the community structures that would maintain the water facilities. A 2012 baseline found that 71% of the handpumps in the target area in South Kordofan were not functioning. The situation was not much better in neighbouring West Kordofan with more than 50% of the handpumps out of order. No baselines have been carried out in Darfur, but NCA staff experience is that the situation in the rural could be even worse due to non-accessibility by NGOs to those areas for years because of the conflict.

The population in the target areas depends largely on livestock rearing, and access to water is a key issue with livestock. It is also a major cause of conflicts between different user groups. The same areas also suffer from limited access to health services, making access to safe water and sanitation even more important.

### **Theory of Change for WASH**

The overall goal for the WASH programme has been defined as “Communities have sustainable access to safe and adequate water, sanitation and hygiene services for improved health and water-dependent livelihoods”.

If the target communities have sustainable access to safe and adequate water, sanitation and hygiene services, then their health status will be improved due to decrease incidence of water-borne diseases, and their livelihood status, based on livestock rearing and also irrigation agriculture, will be improved. This will happen because through our interventions, there will be viable, manageable, technologically and environmentally sound WASH infrastructure in place; and through community mobilisation, communities take ownership of their WASH facilities; and because of ample supply of water, livestock rearing will prosper. NCA assumes that local authorities will allow community mobilisation and training to take place. Through good relations with local authorities, communities will efficiently linked to the authorities as well as to spare parts suppliers to ensure uninterrupted service delivery.

### **Description of the WASH programme**

The main problem in Kordofan is the water infrastructure falling into disrepair due to lack of ownership and, consequently, maintenance – which is also combined with difficult access to spare parts and the need for specialised tools and trained pump mechanics for the India Marc II (the most common pump in Sudan). Thus, the key here is the enhanced community participation. This will be manifested by communities taking responsibility of the operation and maintenance of the water sources, and tariff systems being enforced. Training and follow-up of management of water committees will be invested in to create the mindset of responsibility and ownership. For the technical sustainability, a change will be seen in that communities have links with spare part suppliers, but also with the duty bearers such as WES and Water Corporation.

A special consideration in the Kordofan context is that in addition to provision of drinking water to human population, vast amount of livestock also needs water. This means increased water yields are needed, and thus, several hand pumps need to be upgraded to mini water yards<sup>9</sup>. Increased use of water and the fact that the target area is a dry area calls for attention to be paid on water resources management and water harvesting,

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<sup>8</sup> <http://www.wssinfo.org/>

<sup>9</sup> A mini water yard is a motorized pumping water point

and thus, during the coming strategic period, NCA will increasingly need to take into consideration of needs of various users of water, and also the depletion of ground water resources. NCA will work with improving the availability of surface water using different 3R (recharge, retention, reuse) technologies such as micro dams, sand dams, and is going to monitor specially groundwater resources. Sand dams will be constructed to feed the groundwater, and ways will be explored to combine hafirs with sand dams. Including water resources management in the interventions will promote both financial and environmental sustainability, and be a tool for conflict reduction in this area where water in a major driver of conflict between various user groups.

Until now, the NCA WASH programme in Kordofan has by and large concentrated in provision of water as the first priority, but as the work will continue in the same project areas, more and more emphasis will be put on provision of sanitation, especially at institutions such as health facilities (especially those rehabilitated by the NCA health programme) and schools. A strong hygiene promotion component will be part of both WASH and health programmes.

In Darfur context where WASH programme at the moment is implemented mostly in the IDP camps, sustainability is a major challenge with IDPs having gotten used to free water in the camps over the past ten years. Due to decreasing funding this will not be possible any more. As part of the solution, NCA is going to work with the IDP communities to set up community driven management structures for water supply and other public health issues like solid waste management. Part of this taking responsibility is the introduction of that consumers pay for water and other public services, meanwhile acknowledging the importance of capacity building of both WES, water committees and NCA staff in the maintenance issues. Livelihoods interventions will be implemented with the supporting of water committees in mind.

Whereas the WASH programme in Darfur has so far been focussing on service delivery in camps, this coming strategic period will see a clear shift in focus to rural and return areas, funding and security situation allowing. Access to water is a clear prerequisite for any successful returns in the situation where a significant amount of water infrastructure has been damaged or deteriorated during a more than decade of conflict.

In provision of water to the rights holders the main emphasis will be in rehabilitation of existing, non-functional water infrastructure (mostly hand pumps, but also water yards and occasionally hafirs) and in creation of community ownership for the said infrastructure. This has proven to be a very cost-effective way of provision of water.

## 6.3 Economic Empowerment

### Problem / Needs analysis

In the context of Darfur, many of the households in the IDP camps lost their livelihoods assets as they escaped from the conflict in their original villages to settle in the IDP camps. Displacements disrupted farming which is the main source of livelihoods as well as limited peoples' access to land. The large concentration of people in crowded camps has led to deforestation and conflicts over natural resources. Women and girls are particularly vulnerable as they often do not have enough skills required for gainful employment in the semi-urban environment. Young girls are susceptible to early marriages and boys to crime if they drop out of school with nothing to do.

In July 2014 NCA carried out a baseline assessment in Central and South Darfur. The survey report indicated a 32% prevalence of moderate to severe hunger. This was higher among female headed HHs at 36.9% compared to male headed HHs at 29.7%. The Sudan Nutrition Survey of 2013 indicated relatively high GAM and SAM rates among children aged 6-59 months old within NCA project locations of Zalingei (GAM 14.6%, SAM 7.3%), Bilel (GAM 16.7% SAM 4.0%) and Nitega (GAM 12.4%, SAM 2.6%). Only 1.3% of farmers with access to land practiced improved agronomic practices and yields are often

30-50% lower than expected while 67% of HHs reported a decrease in livestock production.

People in the camps from the background of subsistence farming with limited knowledge of improved farming methods, limited access to inputs, and no skills in trades that are in demand in the semi-urban camp environment. When living in camps, access to land for cultivation is limited, calling for efficient utilisation of the land with irrigation, improved seeds and developed farming methods. Processing the produce or value chain development is non-existent due to lack of skills. Vocational skills training is needed to respond to the demands of the semi-urban environment where there are not yet established structures of craftsmen.

The target area of Bara in Kordofan is a typical remote rural area where people mostly depend on traditional, low-yielding farming and livestock rearing, and have hardly developed their livelihoods beyond the level of subsistence farming. Yet there is the tradition of growing cash crops such as gum Arabic or karkade (albeit with very little value addition), giving a foundation for developing value chains further.

Wealth is chiefly determined by the land area cultivated and by livestock ownership. There is no land shortage, and all households cultivate relatively large areas to compensate for the low productivity of the soils. The area cultivated depends on the availability of animal traction and the cost of maintaining or renting livestock for ploughing, which is not affordable the poorer group in the community. The poorer households, therefore, supplement their production with casual agricultural employment, herding, gold extraction and self-employment including brick making, construction, and the sale of fodder.

Like many rural producers in Sudan, local producers in the areas have less bargaining power when it comes to marketing their own commodities. This is so because rural market institutions and trade systems are controlled usually by a few local wealth groups of people with some sort of linkages, not only to the larger markets, but also to the state's power and institutions. In such a situation, rural producers lack resources, capacity and skills that empower them to bargain better while attempting to market their products. Their products, and indeed, their entire rural economies are controlled by those small groups of wealthy peoples in the area and beyond. They act as middle persons, therefore, as passage point for the rural products to the larger markets at regional, national and international levels.

Most of small producers in the area are not the real beneficiaries of their products due to due multiple economic factors. They produce products with limited value addition losing out on the main profit, and have limited control over the value chain of their products. Besides lack of access to capital, energy and technology, one of the major barriers to climbing the value chain is lack of access to markets, such as the lack of market and pricing information, political and bureaucratic barriers, physical/ infrastructure barriers and gender barriers. They often lack business, marketing, branding and communication skills to succeed in further developing and up scaling their businesses.

### **Theory of Change**

If the communities have knowledge on modern farming techniques and have supporting community-based structures in place, and if the producers can add value to their products and have improved access to financing as well as to markets, then the IDPs and rural dwellers will have viable access to self-employment and will be able to produce their own food and surplus. This will happen because NCA and partners provide communities with access to improved farming techniques and natural resource management skills, support the establishment of save and loan schemes, and organisation of producers into groups and associations, and assist in accessing markets and in adding value to their products. NCA assumes that there is access to safe cultivation areas to increase the

acreage and that there is conducive environment for multi-year development programmes.

### **Description of the Economic Empowerment programme**

Both Darfur and Kordofan are dominated by agriculture when it comes to livelihoods, but especially the camp context in Darfur offers other kinds of economic opportunities as well if only the beneficiaries, especially the youth, are provided with skills that match demand, and with business development when relevant.

Interventions related to increasing the yield and scale of agricultural (including horticulture and Gum Arabic) and livestock (particularly sheep) production will, however, dominate the programme. The aim is to lift the farmers from subsistence agriculture to the next level for example by training in improved farming techniques, introduction of improved seed (and linking the farmers to seed stockists) and irrigation methods, and by assisting the producers in accessing markets, creating physical market structures where the need be, adding value to their produce by food processing, and by establishing small producers' cooperatives and/or marketing groups for economic bargaining power or boosting already existing ones with monitoring and training in group dynamics. In Darfur, re-establishing and supporting the networks of agricultural extension workers and community animal health workers is part of the project. Savings and loan groups with a clear target of business development will be established and supported in order to create access to micro-finance for marginalised populations. In Kordofan, focus will be on development and control of value chain by small producers leading to increased profits and incomes.

NCA believes that strengthening these kind of community based groups as representatives of civil society will also benefit other interventions such as health and WASH as communities will have gained capacity to organise themselves to manage their joint resources and consequently, have gained confidence to advocate for their rights vis-à-vis local authorities and other duty bearers.

## **7. Emergency preparedness and response**

### **Beneficiaries and Geography**

In the coming years it is anticipated that NCA's emergency response interventions will mainly focus on IDPs and new arrivals in NCA's operational areas in Central and South Darfur states. The programme will also focus on supporting returnees, nomads and other vulnerable communities and households affected by disasters in the said states. Beneficiary categories will mainly consist of families headed by women, orphans, unaccompanied elderly, the disabled and the chronically ill.

In addition, should emergencies arise particularly in White Nile (refugees from South Sudan) or South and West Kordofan (due to the internal conflict), NCA will be prepared to respond through partners that are already on the ground in those areas. In White Nile, for example, the inter-church committees (ICCs) can be utilised as a vehicle for response. However, being one of the only two Norwegian organisations in Sudan and the only member of ACT Alliance, NCA is prepared to respond to eventual emergencies in any part of the country as needs arise, representing the ACT Alliance.

### **Implementing Partners**

In the main focus areas NCA will work with its main partners in supporting communities affected by disasters, in line with the efforts to capacitate partners to implement across all intervention sectors. Furthermore, especially in Darfur, NCA seeks to mainstream disaster preparedness and response across all thematic programme activities and in all target communities. NCA will also continue to create linkages with other local grassroots organizations/CBOs in areas of operation to strengthen emergency preparedness and response at community level. Disaster Risk Reduction Committees (DRRCs) will continue

to form a strategic partnership at community level and form the core on the programme's exit strategy.

### **Approach**

Darfur is a context of protracted emergency where NCA has during the years learned to respond to new influxes of displaced populations. For that purpose, the NCA Darfur Programme has a specific EPR unit.

Outside Darfur, NCA's approach will be to build the capacity of its partner ERRADA so that ERRADA will have the capacity to swiftly and efficiently assess and address emergencies as they arise. ERRADA, as a NNGO, will have less limitations in terms of accessing affected populations than NCA would. In particular, NCA will build ERRADA's capacity in WASH which a need that will arise in every emergency situation in Sudan, and which also is the area of specialisation for NCA globally.

NCA will also verify sustainable permanent returns where there is reliable and verifiable evidence of these. There is a push from the GoS for more efforts to support return areas in order to encourage more returns, and these efforts will be supported if and when verifiable data is available.

To ensure coordination, NCA is an active member in OCHA-led interagency joint assessment missions, and also participates in camp coordination meetings and is a member of Return Working Group. At the national level, NCA participates in NFI cluster meetings.

### **Preparedness**

The humanitarian needs in the country is one of the main reasons why NCA is in Sudan. Thus, NCA Sudan as a whole is very much geared towards humanitarian response and has considerable experience in that area. NCA's preparedness plan for the future will be to develop the capacity of ERRADA on humanitarian preparedness and response, training their staff and ensuring they have the necessary organisational capacity. Consequently, ERRADA will be in a position to make use of church networks on the ground whenever they are available to prepare churches to take a leading role in emergency response. This, however, may not be possible in many areas in Sudan. In addition, NCA will have its own Emergency Preparedness and Response Plan.

In Darfur, in the coming five years, NCA will have an increasing emphasis on activities that strengthen communities' ability to cope and initiate some of the responses and hence contribute to resilience building. NCA will strengthen already existing community structures including WASH committees, Hygiene committees, Community Health Workers, Livestock committees, women's groups and youth groups etc. These structures will eventually establish community DRRCs and Community Action Groups (CAGs) who will be key in coordination of responses and preparing community Early Warning Systems (EWS) as well as community action plans (CAPs). Traditional early warning systems used by the communities, for both climatic and conflict related shocks will be identified and documented for integration into the formal systems.

Once the committees are established, it is expected that they will contribute to the development of community action plans and mobilize communities for their implementation of the CAPs. NCA will train community members and partners in DRR concepts and practical application of Community-Based DRR.

By increasing the focus on capacity building for communities in emergency preparedness, NCA expects that the community based bodies will be able to:

- Develop and implement community action plans

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

## 8. Finance and funding

### Funding Situation

At present time, Sudan, as a whole, is facing a steady decrease in funding. This puts humanitarian and recovery programmes in Sudan in a precarious position, especially given that issues relating to mass displacement of populations such as: WASH, health and nutrition, etc. will inevitably be negatively affected.

NCA has seen a dramatic downward spiral in funding particularly for its Darfur operations throughout the last five years whereby the Darfur Programme (DP) itself continues to dwindle. With this in mind, it should be said that for the 2015 year, the funding plan had to be twice re-visited to account for what can only be explained as donor fatigue. Sudan's current humanitarian context has fallen to the wayside, particularly alongside that of South Sudan, Syria and most recently, Nepal.

The picture in other regions of Sudan, including Kordofan, where Norad funding has played a large part in ensuring programming, remains status quo. As of late however, additional funding will be needed to fill a gap between the needs and the available Norad funds. The hope is to seek such opportunities from other, non-traditional or EU donors (which have been detailed much more clearly below).

The Sudanese economy and budget were marred by structural problems even before the secession through various measures that were not pro-poor, including austerity measures and large subsidies. The situation did not improve after the split, and state ministries are seeing inadequate resource transfers from the federal government. While state ministry staff are being paid, they have little or no resources to actually do anything. This, of course, undermines the system of decentralization. In addition, there is a significant budget deficit and no technical capacity to collect revenues. It is also pertinent to note that military spending continues to increase.

### Analysis of Donor Priorities

A number of donors have, until recently, been keen to invest in programmes targeting longer-term development strategies; however, a gradual shift in donor country strategies have seen countries such as Netherlands and Canada change their focus – particularly in Sudan – to that of humanitarian assistance. This is particularly the case for Canada (DFATD), a previous donor to the DP, for the 2014 year whereby a grant through Development and Peace was given to NCA Sudan; however, due to issues related to fund management, additional grants were not provided in following years. Given that the new Country Funding Manager is a Canadian, it might be worth re-visiting this relationship. Additionally, donor meetings could be in order to create additional visibility sporadically, throughout the year, during home visits.

Key donor players in Sudan continue to be: Norway, United States, EU and DFID. Their interests are dispersed; however, these donors play a critical role in the funding of Sudan programmes.

League of Arab States (LAS) (Qatar, in particular) have recently shown a keen interest in Sudan's development. This could be a potential way to tap into additional funding; however, it might be suggested to tread lightly due to the political nature of the region, at present time. Additional exploration should be done, on the ground, by Sudan Country Funding Manager and Country Director in order to start building relationships and gathering pertinent information. This is particularly the case for UAE and Qatar.

Looking into relationship building with a couple of present Asian countries, such as: South Korea and/or Japan might also be an interesting direction to take. JICA is very present in Sudan whereby their interest lies in humanitarian and early recovery programmes. Both the Japanese and South Korean economies are doing well and both countries have been working to have a stronger presence in Sudan. This could also prove to be a strategic entry point for relationship building, particularly in South Kordofan State.

NCA has so far been successful in obtaining CHF funding for Darfur – during the coming strategic period NCA aims to tap into CHF funding for Kordofan and White Nile as well, either directly or assist partners to access those funds. EU development funds will be applied for as well.

Year	2016	2017	2018	2019	2020	Total NOK
WASH	18,000,000	18,500,000	18,500,000	18,500,000	18,500,000	92,000,000
Health	15,000,000	15,000,000	15,000,000	15,500,000	15,500,000	76,000,000
Econ Empowerment	10,300,000	10,300,000	10,800,000	10,800,000	10,800,000	53,000,000
EPRU	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
Strength Civil Society	3,900,000	3,900,000	3,900,000	3,900,000	3,900,000	19,500,000
Admin support &	21,300,000	21,300,000	21,300,000	21,300,000	21,300,000	106,500,000
<b>Grand Total NOK</b>	<b>72,500,000</b>	<b>73,000,000</b>	<b>73,500,000</b>	<b>74,000,000</b>	<b>74,000,000</b>	<b>367,000,000</b>

## 9. Monitoring and evaluation

### Monitoring Principles and Practices

Programme M&E systems are mandatory for all programmes developed at NCA Sudan. During programme design, all projects embed aspects of M&E as a prerequisite for accountability and programme quality. The programme runs result based monitoring and evaluation processes where emphasis is on improving and providing evidence for programme results/impact. This also has been and will be frequently highlighted in partner trainings and when commenting on partners' proposals and reports.

On an occasional basis, remote monitoring and management systems will be adopted with clear procedures and instructions for reporting in circumstances where operational context doesn't allow field work for both international and national staff. Lack of access to the field especially for the international staff will also be compensated by having specific feedback meetings with the partners. Feedback meetings do also take place after field visits done by NCA staff, and this has proven to be a good practise for improving partners' project performance. This is an area where clear value-added in NCA's work with partners can be seen.

At operational level, programme monitoring and evaluation practices include; spot-checks, field visits to programme areas, group discussions with rights holders, case story collection and use of standardised templates across all sectors. Overall, M&E plans focus on;

- Maintaining sound programme quality and effectiveness.
- Building a culture of evidence-based monitoring and accountability systems.
- Incorporating HAP principles into practice.
- Generating and disseminating evidence on programme impact to rights holders.

- Learning and supporting programme improvement.

The main challenges in M&E include limitations on access to field areas due to security issues and government restrictions, lack of monitoring and reporting capacities with partners, high staff turn-over among trained national staff, and lack of capacities to support M&E work.

One of the M&E challenges with NCA Sudan is that the DP very independently covers the PMER processes through the annual ACT appeal processes, but so far there has been very little linkages with the NCA global plans, and thus incorporating DP to the country level planning and reporting has been challenging at times. 2014 has seen, however, some improvement in this regards, and the process of fully integrating DP PMER as part of the NCA Sudan country programming continues with concerted efforts. Conscious efforts will also be made to unify the use of indicators in the programmes implemented by partners and the DP.

Whilst the NCA DP is experienced in the use of KAP surveys and carrying out baselines, this is not quite the case with the partner organisations. With the support from NCA capacity building in this area will continue. It is to be noted, however, that in many of our programme areas the Government authorities also need some sensitization in the importance of such surveys as they are not always accepted or allowed by the said authorities.

Monitoring is done by the programme staff together with partners' staff. Normally, representatives of HAC will also join the staff on monitoring trips. As all the monitoring trips will have to be approved by several Government entities, such trips will need to be planned well ahead and cannot be carried out on impromptu basis. Monitoring opportunities by international staff continue to be limited, but in most cases possible.

In line with Do No Harm principles, NCA aims to conduct or update on a yearly basis a conflict analysis for each NCA programme and seek to adapt the programme implementation according to findings. This to ensure that NCA programmes in conflict settings avoid exacerbating conflicts.

During monitoring, each programme Theory of Change will be revisited to ensure no major deviations arise.

### **Evaluations**

NCA Sudan considers evaluations an important learning process and thematic/project specific external evaluations will be continued at the pace of 1-2 evaluations per year. In addition, internal reviews with possible help from HO or other country offices will be encouraged. An evaluation at the level of country programme or Darfur Programme is foreseen at least once during the strategic programme.

In line with Do No Harm principles, NCA aims to conduct or update on a yearly basis a conflict analysis for each NCA programme and seek to adapt the programme implementation according to findings. This to ensure that NCA programmes in conflict settings avoid exacerbating conflicts.

## **10. Organisational prerequisites for achieving the strategy**

### **Human Resource Needs and Competence Development**

As NCA Sudan has moved totally away from direct implementation in areas outside Khartoum, and is in process of gradually phasing out from direct implementation in Darfur as well, the staffing needs for implementation have become much less. The country office in Khartoum has already been streamlined down to minimum when it comes to staffing, and the number of staff on NCA payroll has come down to half in Darfur as well during the past two years. Yet, especially the Darfur Programme will still

need staff with special technical competence in areas such as health, WASH and economic empowerment.

At the same time, however, the need for partner capacity building and accompaniment by NCA has risen. In order to ensure the quality of the programme delivery, NCA Sudan is planning to establish a specific project for partner support and capacity development. This will require some 3-4 highly skilled local staff to be recruited for that particular project with particular skills in programme planning, implementation and reporting as well as in finance management.

One of the threats that the CO has had to manage is the Government policy on Sudanisation of senior positions and no direct implementation – instead, more activities should be done through partners which means increased and systematic staff capacity building for both NCA and partner local staff.

NCA Sudan makes use of the Performance Development Review process that captures staff capacity needs annually. In addition to this a staff development plan is developed, including both long term and short term goals based on;

- a) The staff capacity improvement needs for implementing NCA's job expectations for the role
- b) Staff capacity for new programme interventions e.g. refresher courses or training on new programme methodologies and technologies,
- c) Staff member's career goal support e.g. further academic training for courses related to the NCA job expectations.
- d) Staff also encouraged to set goals for personal career growth.

The NCA Darfur Programme will respond to Sudanisation requirements by implementation of a Leadership and Management Development Plan for national managers, supported by committed expatriate managers. Whilst it is foreseen that the number of expatriate staff will reduce, there will be some key staff positions in programme management, fund raising and finance where expatriate staff will still be needed.

The process for NCA national staff to increasingly take over senior management positions in Darfur will be implemented with clear and prioritised areas of training/mentoring for national staff, whilst international advisors are to have an explicit capacity building aspect to their role.

### **Cost effectiveness**

With the declining funding for the Darfur operations, NCA has taken strict measures to bring down the administrative and support costs in Darfur as well as in Khartoum, and NCA will strive to continue doing so in order to deliver high quality projects at minimum costs. These measures include cutting down the number of both international and national staff, giving up NCA staff guesthouses both in Darfur and in Khartoum, reducing the number of vehicles, plans to move the country office to less costly premises, leaving some of the open vacancies unfilled etc. These measures have already affected the budgets in 2015 and will become in full effect in 2016.

## **11. Risk management**

### **Strategic**

A main strategy is to work with national partners. This is also a strategy expressed and claimed by the GoS. NCA may not have the full freedom to select partners as they will have to be approved by the GoS. The risk is that NCA may have to accept partners not being a first choice which could mean they may not have the quality expected. This can

be mitigated by nurturing mutually beneficial relationships with the current partners that we have been able to select ourselves. This risk can be seen as a medium level risk.

Working in Sudan is characterised by uncertainty and instability. Political situation can change, and so can the GoS policies towards humanitarian work. A sudden and full implementation of *Sudanisation* policy might bring all self-implementation of activities by NCA to a stop and work permits for international staff could be denied. These medium- or even high-level risks can be mitigated by having good and open relations with the relevant GoS authorities as well as continuous and systematic implementation partner capacity development plans.

### **Financial**

There is a general challenge in funding to Sudan. If this situation continues and declines what is planned may not be achieved. This medium-level risk is being mitigated by efforts to broaden the funding base. The broader funding base will also mitigate the low-level risk of weakening NOK that has materialised during the past one year.

Because of the international embargo on Sudan international bank transfer has occasionally been challenged. If relations to the international community worsens a worst scenario is that all banking could be stopped.

Local banking works satisfactory. But in some rural areas there could be a risk in carrying cash for project work. All permanent employees in Khartoum as well as in Darfur are paid salaries through bank transfers, in order to minimise the risk of carrying larger amount of cash.

NCA's local partners are relatively weak in programme management, but also in finance management. Some of them get their funds transfers directly from Oslo, and some from the NCA Khartoum office. This weakness in financial management and reporting will create some financial risks which are being mitigated by NCA finance department spending a lot of time monitoring and advising the partners' finance staff.

Finance management is closely followed by professional staff and monitored by NCA HO.

### **Operational**

The major risk to activity implementation is related to local violence and fighting between different groups. This may for periods hinder implementation. This may also reduce access for monitoring. This situation can only be managed by taking the opportunity of peaceful periods. This is a high-level risk that can endanger the programme implementation if fully materialised.

Difficulties in obtaining visas, work permits and travel permits pose a medium-level risk for having the needed inputs to programme implementation from the international staff. Travel restrictions may occasionally limit monitoring activities even by national staff. These challenges can be mitigated by building good relations with the relevant authorities, and also by ensuring the capacity level of national staff in case international staff face challenges in working in Sudan.

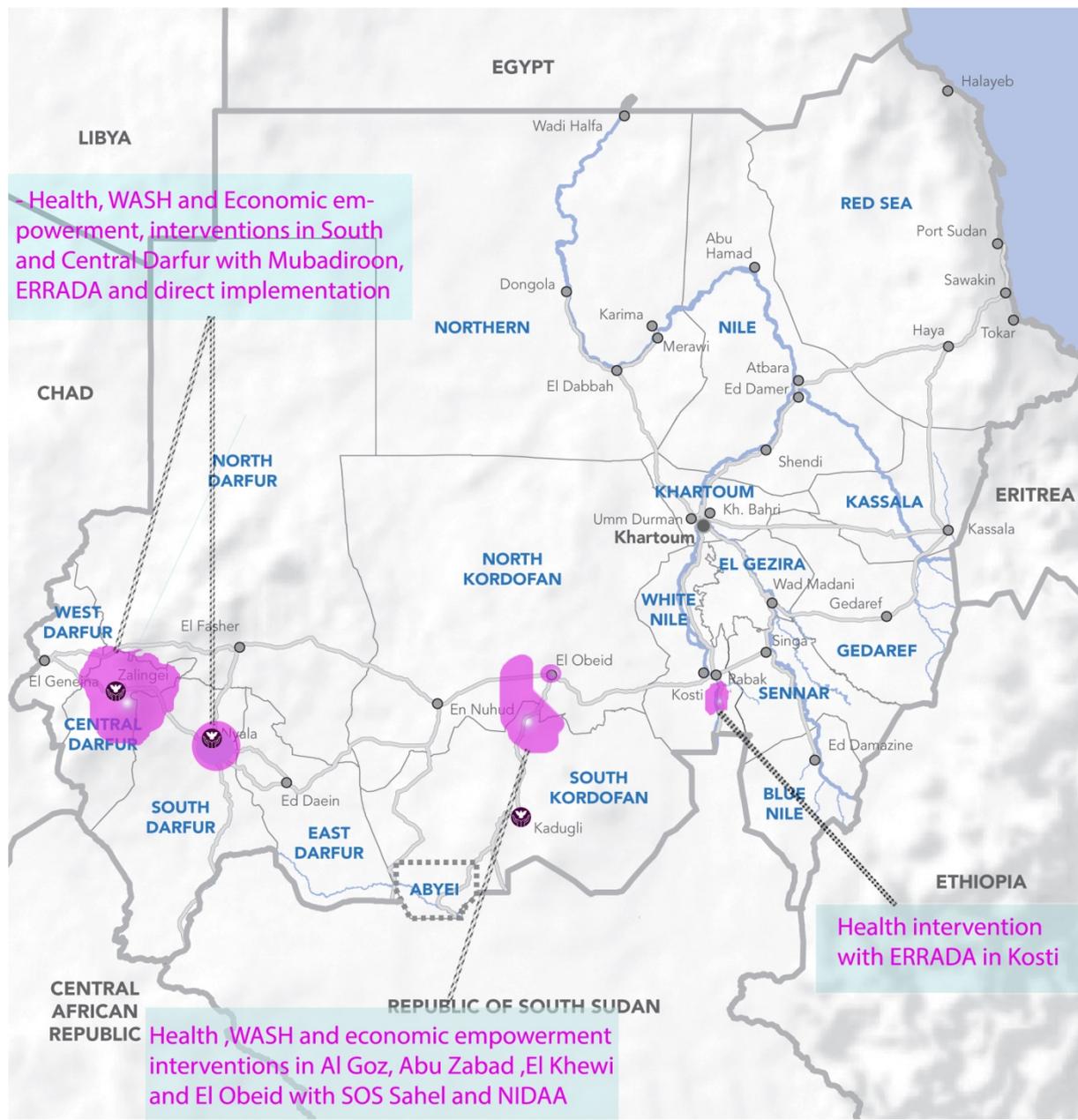
Partners' capacity to deliver poses a definite medium-to-low-level risk. This is highlighted in their capacities in project planning and reporting. This is being mitigated by continuous training and accompaniment. There is also the risk of partners being closed down or not having their registration renewed. To mitigate the challenges created by these eventualities it is necessary for NCA to work very closely with the partners.

### **Hazards**

The critical time of the year for natural hazards is the rainy season when flood can put population in danger as well as programme staff and implementation. The on-going rebel fighting and tribal conflicts within the country, unrest in neighbouring countries (such as South Sudan) that can have a spill-over effect, and impromptu demonstrations create

hazards to NCA personnel and assets which can be mitigated by keeping abreast of any threatening situations by close follow-up with security systems by the UN, embassies, other INGOs and HAC.

## Annex 1: Map



Locations of NCA Sudan program

NCA field offices

## Annex 2: Partner Information

### PARTNER 1: SoS Sahel Sudan

**Name and Type (FBO, resource, etc.):** SOS Sahel Sudan, Non profitable organization

**Year of establishment:** 2010

**Legal status:** registered National NGO at Humanitarian Aid Commission

**Number of employees:** 75

**Number of members:** 46 (general assembly)

**Management structure:** General Assembly, Executive Committee and Executive Management.

**Financial foundation:** Financial policy, Personnel policy, internal /external auditing, managing over 1,000,000 USD in 2014

**Membership in networks (including ACT Alliance):**

1- Pastoralists forum (Tufts University, Pastoralist Union, SOS Sahel, Sudan University and Nomadic Development Council)

2- Climate change network

**Other donors:** Norwegian Embassy, Oxfam America, NOVIB, EU, CONCERN, SOS UK, ZOA/DFID.

**Geographic area:** 6 States (NK, SK, WK, Red Sea, Kassala and ND)

**Thematic/Global programme area (technical expertise):** Natural Resource management and resource-based conflict reduction, WASH and Livelihoods

**Rationale for NCA's partnership with this organisation:** SOS Sahel's experience in environmentally sound WASH and resource-based conflict reduction as well as general expertise on arid and semi-arid areas

**Year of when partnership with NCA was established:** 2012

**Division of labour between NCA and partner (added value each brings):**

- The planned projects will be implemented by SOS Sahel with technical support from Water and Sanitation and environment Dept. (WES) - the technical governmental body at state level. The project team will be linked to the NCA WASH focal point in South Kordofan and he will arrange visits and advice to the team on WASH standards and measurement.
- NCA will insure the timely fund release based on the project document and provide capacity building in various areas of programme management. NCA will monitor the implementation and be responsible for reporting to the backdonors. NCA will provide technical support and facilitate networking.
- The SOS Sahel will carry out the agreed upon activities and keep close coordination with related team in Khartoum level where frequent meetings for project review will be held jointly to response to the problems that encounter the implementation team and to updating on the progress.

### PARTNER 2: NUWEDA

**Name:** Nuba Women for Education and Development Association (NuWEDA)

**Year of establishment:** 2002

**Legal status:** registered at federal and state level

**Number of employees:** NuWEDA has 25 employees and 8 volunteers

**Number of members:** more than 200 persons

**Management structure:** General assembly - board of directors – Executive director-admin/finance - programs – planning M-E.

**Financial foundation:**

Follow up financial documents or forms

Monthly financial reports

Annual financial reports

**Membership in networks (including ACT alliance):** FGM Net Work, SIHA Network, member in Sudan women Alliance

**Cooperation with local government:** cooperation with local government includes facilitating our work through registrations, workshop or training permissions because we contribute in development and especially human development

**Other donors:** NED, Hagar foundation and safer world.

**Geographic area:** Khartoum state, White Nile and South kordofan States

**Thematic/Global programme area (technical expertise):** NuWEDA Thematic areas are women leadership, women economic empowerment, primary health care, Education all level.

**Rationale for NCA's partnership with this organisation:** NCA is one of the organizations that work with communities through NGOs or community based organizations, is always dealing with social issues such as women issues, education etc. And this shows it's commitments to the human rights values.

**Year of when partnership with NCA was established:** NuWEDA has been NCA partner for the last 7 years, but become one of the major donors to NuWEDA in 2013.

**Division of labour between NCA and partner (added value each brings):**

The joint consultation meetings and capacity building trainings that NCA holds frequently for partners have been very useful to NuWEDA and have widen the relationship and the understanding of each other as partners NCA and with other partners and this has been one of the important role of NCA towards it partners. Also the partners bring the experiences to share with NCA and have dialogue regarding issues or projects.

### **PARTNER 3: NIDAA**

**Name and Type (FBO, resource, etc.):** Sudanese Development Call Organization (NIDAA), local NGO

**Year of establishment:** 2000

**Legal status:** Registered under the Sudanese auspices of Humanitarian Work Act, 2006,

**Number of employees:** 34

**Number of members:** 64

**Management structure:**

The main structure of NIDAA comprises the General Assembly (G.A), executive committee (E.C) and administrative body (A.B).

- The General Assembly consisting of persons accorded full membership status after meeting all conditions of eligibility. It meets at least twice a year every august to review the work of the organization. As the supreme decision making body in NIDAA, the G.A sets the principles and guidelines of the work of NIDAA and elects the (E.C) in accordance with the provision of the constitution. The (G.A) of NIDAA currently consist of (64) members.
- The Executive Committee (E.C.) the Board: The (E.C) consists of nine members elected by the (G.A). The E.C is the representative organ of G.A. Both the (G.A) and (E.C) are constitutional bodies of NIDAA. it holds regular monthly meetings.
- Administrative Body (A. B.): The administrative body is clearly a bureaucratic organ of NIDAA that is appointed by the E.C, it is headed by the executive director and implements the framework of action endorsed by the executive committee. It is consists of the director, the treasurer, program coordinator and secretary. The A.B has the right to employ a temporary candidate whenever needed to implement specific tasks.

**Financial foundation:**

90% the fund is coming from donors, members' fees and donation (Cash, Material) represent the rest of the organization financial resources.

**Membership in networks (including ACT Alliance):** Arab NGO Network for Development (ANND). Development Goals Forum

**Cooperation with local government:** NIDAA has MoUs and Technical Agreements with Federal and States ministries in different states in Sudan including, Federal Ministry of Education, South, Kordofan state' Ministries of Health and Social Welfare. North Kordofan State' Ministry of social Welfare, South Darfur State' Ministry of Social welfare; Blue Nile State' Ministry of Agriculture and Animal Resources.

**Other donors:** CHF Sudan, DCPSF, OXFAM America, Ministry of Education

**Geographic area:** We are working now is the following states: South, West Darfur States, South, West, North Kordofan States, Sinnar State, Blue, and White Nile States, Northern State.

NIDAA has sub offices in the following states:

North Kordofan, South Kordofan, West Darfur, South Darfur, Blue Nile State, beside the HQ in Khartoum.

**Thematic/Global programme area (technical expertise):**

1. Humanitarian Response and Resilience Programme.  
Programme activities:
  - a. Protection of Vulnerable Groups.
  - b. Emergency Shelter and Non-food Items.
  - c. Peace Building and Conflict Transformation.
  - d. Water, Sanitation, and Hygiene.
2. Community Based Development Programme.  
Programme Activities:
  - a. Sustaining Food Security and Livelihoods.
  - b. Enhancing Primary Health Services.
  - c. Economic Empowerment
  - d. Creating Better Environment for Primary Education.
  - e. Networking For Civic Education.
  - f. Women Empowerment.

**Rationale for NCA's partnership with this organisation:**

The partnership with NCA lies within our strategic approach toward rural development through creation of networks and partnerships. Given the fact the most of the donors operated in the country are responding to emergency, such partnership provides NIDAA with a great opportunity to achieve part of its strategic objectives related to development.

**Year of when partnership with NCA was established:** 2012

**Division of labour between NCA and partner (added value each brings):**

**NIDAA roles:**

- Participate in designing intervention strategic plans
- Collect relevant information update the existing information that feed to the strategic plans.
- Propose interventions in the target areas and themes.
- Implement the agreed upon projects and activities.
- Participate in monitoring and evaluation of the implemented activities.
- Send progress and final reports to NCA.
- Coordinate with other NGOs who have partnership agreements with NCA.

**NCA roles**

- Participate in designing the strategic plans.
- Transfer funds in due time.
- Monitor the progress of the activities.
- Provide technical support (training, advices, etc...)

NIDAA partnership with NCA provided great opportunity for each partner to learn from each other and share information, experiences and lesson learned.

#### **PARTNER 4: ERRADA**

**Name and Type:** Emergency Relief, Rehabilitation and Development Agency (ERRADA); FBO

**Year of establishment:** 1997

**Legal status:** registered with federal Humanitarian Aid Commission (HAC)

**Number of employees:** 32 staff (Full time) + 34 (Volunteers, community workers and Local coordinating group)

**Number of members:** 12 Churches (denominations) as members.

**Management structure:** ERRADA is governed by General Assembly which elects the Board of Directors, and the members may not be the same as those of the Board of SCC. The Board meets at least three times a year, but in practise more often if the situation so requires. Churches are strongly encouraged to nominate professional board members and not necessarily pastors. For daily management, there is Executive Director's office, Finance and administration Department, and program and support staff.

**Financial foundation:** ERRADA is mainly donor dependent but as an NGO being the Humanitarian wing of Sudan Council of Churches has derived and applies SCC finance system and policy and currently it is developing its own finance system and policy.

**Membership in networks (including ACT Alliance):** member of ACT Alliance under the Sudan Council of Churches (SCC).

**Cooperation with local government:** partnerships with different ministries and authorities that are related to the field of its projects such as Ministries of health, Education, social welfare, animal resources, agriculture, state HAC etc. ERRADA maintains good cooperative relation to the government.

**Other donors:** Interact Sweden, UNDP.

**Geographic area:** Khartoum state, South Darfur state, White Nile State, Atbara (River Nile state) and Damazin - Blue Nile state (Stopped due to war).

**Thematic/Global programme area (technical expertise):** Health and Nutrition, Education, Livelihood, Disability, women empowerment and peaceful coexistence.

**Rationale for NCA's partnership with this organisation:** ERRADA is the only HAC-registered FBO in the country, and represents nearly all the churches in Sudan. Through ERRADA NCA has access to the network of churches and is able to support the humanitarian work carried out by them.

**Year when partnership with NCA was established:** 1997

**Division of labour between NCA and partner (added value each brings):** ERRADA has the implementation capacity and church member networks on the ground that NCA might not have. Thus, ERRADA carries out all the implementation of interventions. The capacity of ERRADA when it comes to programme planning, reporting and financial management is very weak, and NCA is in a position to support ERRADA to grow in these areas by working together. NCA acts as an accompanier, funder and facilitator for ERRADA.

#### **PARTNER 5: Mubadiroon**

**Name: Mubadiroon:** Local NGO

**Year of establishment:** 2005

**Legal status:** registered in Country as local NGO since 2005.

**Number of employees:** 54

**Number of members:** 11 members

**Management structure:** Head of board of trustee- Board of directors –executive directors-managers of Branches –finance and Admin –programme managers –Officers. (They have organigram they can share).

**Financial foundation:** It is from INGOs and UN agencies

**Membership in networks (including ACT Alliance):** They are part of the NGOs networks and SCOVA Network.

**Cooperation with local government:** they have good relation with HAC and line ministries e.g. MOH, Ministry of Agriculture, Forest national cooperation's and ministry of welfare.

**Other donors:** UNFPA, UNDP, CHF, UNICEF and CIS international

**Geographic area:** South Darfur (Kass, Nyala, Katila, Belil and Edelforsan) East Darfur (Eldein camps, Asalia, Abu -matarig and Abu Karinka) also they working in Blue Nile state.

**Thematic/Global programme area (technical expertise):** Livelihoods, natural resource management and Health.

**Rationale for NCA's partnership with this organisation:** Mubadiroon is registered by HAC to implement programmes in Darfur and has the relevant technical expertise.

**Year of when partnership with NCA was established:** in 2012

**Division of labour between NCA and partner (added value each brings):** Mubadiroon is responsible for implementing projects, while NCA provides support in form of institutional and human resource capacity development of partner. Hence, NCA is an accompaier, funder and facilitator.

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### **Annex 3: Cross-cutting issues and strengthening civil society:**

Refer to Excel Sheet 3

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## Annex 4: Programme results frameworks:

Refer to Excel Sheets 4.1, 4.2, 4.3, 4.4

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## Annex 5: Funding strategy and targets

### Donor Relations

Regarding donor relations. Connections, fruitful discussions and meaningful relationships hope to be built in the coming years with a number of new and existing non-Norwegian donors.

In an attempt to build off of the market analysis previously discussed in Chapter 8, it would be beneficial to look into – and spark new conversations with – DFATD (Canada). Their priority for Sudan lies in humanitarian programming, specifically in Darfur and already have an existing relationship with NCA.

Continued relations and funding opportunities with Common Humanitarian Fund (CHF) would, undoubtedly, continue to be a strong avenue for NCA Sudan funding; however, it is worth noting that while CHF is certainly a viable option, funds continue to dwindle, particularly as new humanitarian emergencies arise elsewhere. With this in mind; however, and while endeavours to ensure that relations are maintained and NCA continues to uphold its reputation in the WASH cluster, this relationship will still prove to be a valuable source of funding.

The same can be said about ECHO funding for the coming five years. Strategically there is room to additionally build on the DCA relationship in this regard as ECHO funds are currently being received through DCA. Ensuring that this relationship is maintained would allow NCA to continue to tap into Danida funding.

Another avenue to be explored is that of American funding opportunities. As part of the Troika, in Sudan and having Norway, EU and DFID already interacting with NCA, in various ways, this could prove to be strategically beneficial in the longer term.

### Funding Investments

What has become clear is that there is a funding gap in the programme SWOT analysis (see funding SWOT analysis below, Table 1). In an attempt to remedy this issue, investing in staff capacity building opportunities, such as trainings that are in line with programmatic funding and building revenue should be encouraged.

Additionally, opportunities to build relationships with new and existing donors through external networking (dinners, networking events, etc.) could prove to be a fruitful exercise. NCA Sudan Senior management needs to see and be seen so that discussions can be had about NCA. Visibility should remain a priority, one that would allow for opportunities to seek out innovative possibilities for funding.

**Table 1: Funding SWOT**

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>- Strong presence within the various cluster groups/meetings</li> <li>- Participation in and strong relationships built within cluster working groups</li> <li>- NCA has a strong reputation for WASH programming amongst current donor pool</li> <li>-Long-standing presence in Sudan</li> <li>-Good relations with relevant ministries</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>- Continuous decrease in programmatic funding</li> <li>- Difficulties in retaining a larger number of network donors</li> <li>-</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>- Increase involvement of Sr. Management in</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>- Surge in other – external to Sudan –</li> </ul>

networking opportunities  
- Participation of field staff in cluster meetings,  
in Khartoum, when possible to enhance visibility

humanitarian emergencies thus creating limited  
funding  
- Donors are further demotivated by the GoS  
and divert resources to more cooperative  
environments

**Budget Forecast** (Refer to Excel Sheet 5.

## Annex 6: Planned evaluations

### Planned evaluations

Programme/project	Year	Donor	Partner	Internal/external	Comments (size of project, evaluation requirement etc)
Health in White Nile	2016	Norad	ERRADA	Internal	A review, incl finance
Kordofan Integrated Development Programme	2017	Norad	SOS Sahel, NIDAA	Internal with lead evaluator from Oslo or another country office	Mid-term review
Kordofan Integrated Development Programme	2019	Norad	SOS Sahel, NIDAA	External	Final evaluation
Darfur WASH	2016	Several	Operational	External	To assess the effect of restructuring process
Darfur health	2017	Several	Mubadiroon/operational	External	To assess the effect of restructuring process
Darfur economic empowerment	2016	Several	Mubadiroon	Internal	Assessment by HO staff
Darfur economic empowerment	2017	Several	Mubadiroon	External	
Darfur WASH	2019	Several	n/a	External	
Annual KAP surveys	Annual			Internal	
ECHO WASH	2016	ECHO	Opearational	Internal	
ECHO WASH	2018	ECHO	n/a	Internal	
ECHO WASH	2019	ECHO	n/a	Internal	

## Annex 7: Risk analysis and management

Risks identified		Analysis of risk			Management of risks		
Risk nr	Description (risk and risk type)	Likelihood	Consequence	Risk level	Action	Contingency Plan	Responsible
	Terror	Very Low	High	Very Low	Keep abreast of happenings, avoid danger	Evacuation and Med Evac Plan	CD, DPM, SM
	Political Violence	Medium	Medium	Medium	Keep abreast of happenings, avoid danger	Crisis Management Plan	CD, DPM, SM
	Crime: <ul style="list-style-type: none"> <li>• Kidnapping</li> <li>• Carjacking</li> </ul>	Low Medium	High Medium	Medium Medium	Avoid danger	Crisis Management Plan & CMT	CD, SM, HRAM
	Health hazards	Medium	Low	Low	Avoid hazards	Med Evac Plan	CD, SM, HRAM
	Armed conflict in Darfur or South Kordofan limits access and increases case loads for some of the interventions	High	High	Medium	Close follow-up	Flexibility in determining target areas; maintaining expanded EPR contingency	CD, DPM
	Financial risk (inflation, weakening of donor currency, problems with transfers)	High	Medium	Low	Immediate contacts with partners; monitoring	Immediate downscaling	CD, FM
	NCA Sudan will not be able to attract funding	High	Medium	Low	Broaden donor base	Downscaling	CFM, CD, PM
	Unrest within IDP camps	High	High	Medium	Improved contextual	Negotiations with community leaders and	CD, DPM

					analysis and planning	relevant authorities	
	Technical Agreements with HAC delayed	High	High	Low	NCA shall initiate early TA processing and negotiations with state authorities through partners	Update programme plans	HRAM, DPM, PM
	Government decides to accelerate Sudanisation plans	Low	Low	Low	Develop distance management capacity		CD, DPM
	Government not approving work permits for NCA international staff	Medium	High	Low	Enhanced capacity building of national staff	Distance management	CD, DPM
	Government doesn't further approve partners' registration	Low	Low	Low	Look for other partners, redirect programme plans		CD, DPM, PM
	Natural Hazards	Low	High	Low	Act	Crisis Management Plan	CD, SM

CD = Country Director

DPM = Darfur Programme Manager

FM = Finance Manager

CFM = Country Funding Manager

PM = Programme Manager

HRAM = HR and Admin Manager

SM = Security Manager