



NORWEGIAN CHURCH AID
actalliance

Country plan 2011-2015

South Sudan

13th January 2011

Contact information:

Name Resident Representative:	Elisabeth Mustorp/Tore Torstad
Office telephone:	
Telefax:	
E-mail:	
Address:	

Name Program Coordinator:	Odd Evjen
Office telephone:	
E-mail:	
Address:	Norwegian Church Aid
	Bernhard Getz gate 3, 0165 Oslo
	Postboks 7100, St. Olavs plass, 0130 Oslo

1. Context Analysis

More than two decades of North-South civil war in Sudan ended in 2005 with the signing of the Comprehensive Peace Agreement (CPA) by Sudan's two dominant political forces: the northern-based National Congress Party (NCP) and the southern-based Sudan People's Liberation Movement (SPLM). The peace agreement has provided for the return of hundreds of thousands IDPs and refugees to the south where they merge with the existing realities of the struggling population in a post war scenario where issues of land, access to natural resources and basic social services and creating new sustainable livelihoods are daunting challenges. The CPA called for a six-year interim period, during which the NCP and SPLM share control of a Government of National Unity and at the end of which southerners have the right to vote on whether to remain part of a united Sudan or secede. The CPA vision of creating "an attractive unity" of a united Sudan is a struggling vision. Most analysis and indeed statements of key leaders indicate that secession is the key desire of the southern population. Elections were held in April 2010 and the referendum is planned for January 2011. Based on the outcome of the referendum the scenarios for Sudan's future seem to rest on three major options; (i) agreed or forced secession;(ii) escalation of conflict into war or limited border wars (iii) an extension into a non clarified period of no peace no war.

Regardless of developing scenarios; there will be a decentralized or national government at South Sudan level which will be a duty bearer in relation to the population of South Sudan. Under no circumstance will NCA consider as a strategic parameter that the South cannot govern itself and will become a failed state. While the south will clearly have weak governance for many reasons, it is unlikely to fail. And while the violence will probably continue at some level, it is unlikely to be so widespread and so intense as to threaten the existence of the south as a coherent and viable state. The protracted war has created a sense of relief dependency which has left a general mindset of reliance on external actors as being the prime duty bearers for the right of access to basic needs and development. The transformation of the mindset within the population towards the right to participation and active citizenship as a prerequisite for peace, equitable access to basic services and sustainable nation building is the single most challenging aspect for NCA of a strategic approach towards South Sudan

1.1 Analysis of Main Rights Deficits

1.1.1 Deficits of participation

The CPA provisions for national elections and subsequent referendum are key factors determining the people's right to participate in the implementation of the CPA and in the nation building process. The April 2010 elections were as such important in establishing a first base of an accountability contract between government and population in the south.

Many positive policies and acts have been passed to secure the basis for an accountable and transparent government. These positive developments are however challenged by a perceived and experienced reality within the population of rapidly escalating corruption and lack of ability or will to implement the policies. Corruption is a major concern, likewise the balance of power and connectivity between central, state and county levels of administration. The issue of participation is essential in understanding the dynamics of reintegration of refugees and IDPs in relation to those who remained during the war. Inclusive processes are important as issues of land and resources come high on the agenda. There is limited capacity for implementation of national policy and provisions of the Local Government Act related to increase participation of women in decision making processes and governance. Although national policy establishes a general 25% minimum level of women presence in all elected forums there is a deficit of womens participation in formal decision making processes at all levels.

The three key duty bearers in an analysis of gaps in participation in decision making are; (i) government structures (ii) traditional authorities and (iii) church structures. The issue of gender and gaps in participation of women figures within all three levels. The strategic key towards addressing the participation deficit is the potential of constructive engagement with each level as the potential of interaction between the three levels of duty bearers.

Signs of hope; The respective national policies as well as the strategic plans at state and county level provide a platform for political will. The national policy of decentralization of

government and the Local Government Act of 2009 (LGA) with its provisions of “decentralization and democratic governance that demands the devolution of authority and power to the lowest level of government closest to the people” (LGA, section 6.2) provides a basis for creation of a common platform of understanding of potential and gaps for all three stakeholders as well as the gender dimensions. The policy of 25% representation in all elected forums provides an entry point for a rights based approach to increased participation and not only presence of women in decision making processes and governance issues. Within the church networks there is an increasing understanding of the need to engage women in decision making processes although the often male dominated organizational systems still persist.

1.1.2. Deficits of Equity

The hopes and aspirations of local communities as well as the returnees may rapidly be turned into counterproductive forces of desperation as access to basic social services remains minimal. The achievement of the Millennium Development Goals remains desperately short of ambitions within all sectors. Despite the fact that national level line ministries being responsible for basic services have developed many clear and well founded policies and frameworks there is a significant gap in capacity to implement. A major factor is lack of budgetary allocations to social service sectors. The focus on decentralized government structures to efficiently plan, manage and coordinate basic service delivery suffers under a lack of knowledge on roles and responsibilities, lack of capacity in monitoring of performance versus policies and basic data collection for verification and setting realistic targets. There is a clear recognition of the need for a balancing act between capacity development of local government structures and continued delivery of the all important peace dividend in the form of visible services. Straining limited governance capacities which may lead to increased frustrated expectations need to be avoided. A mid-way approach will be required where churches and agencies continue to deliver services but where the strategic approach of developing closer working relationships, building collective capacities with local government and community capacity building are mainstreamed into projects and programmes.

Signs of hope; The national level as well as state and county level coordination mechanisms within respective sectors are steadily gaining ground providing a platform for coordination and alignment. The churches commitment to implementation of basic service programmes is still very strong and there is emerging capacity and willingness to coordinate and develop common ground in the form of guidelines for implementation of basic service programmes. There is an increasing understanding within all stakeholders of the need for gender specific programming as well as community involvement in planning and implementation of programmes.

1.1.3. Deficits of Sustainability

Peace and peoples livelihoods in Southern Sudan are inextricably linked to the environmental and climate challenge. More than 80% of the citizens depend mainly on agriculture and animal husbandry. The rainy season patterns and livestock grazing patterns serve as “community organizational calendars” for all community life. The war time experiences of not being able to harvest what was planted due to violence disrupted these calendars with resulting hunger and insecurity. The post wartime “community calendars” have changed to increased concern over the unfolding challenges of climate change with unrecognizable rain and dry season variations thus adding to the burdens of an already fragile population in relation to food security. South Sudan remains a net importer of food, partially in the form of food relief which continues to play a dominant role and partially in the form of purchase especially from neighbouring countries. The desperate situation of the roads is a critical limiting factor to production and marketing of agriculture and livestock.

Government’s and local communities’ capacity to respond to life threatening emergencies is still very limited, and they will need assistance from the international community when responses are required. Local government expect the churches and the international NGOs working in the area where an emergency situation occurs to be able to assist rapidly with logistical support as well as with materiel and equipment to save lives.

Signs of hope; The issue of food security is high on the political agenda although with small budgetary allocations. Many of the refugees return with acquired skills. There is considerable strategic potential on revitalizing farmers cooperatives as instruments for increased productivity as well as marketing as well as the increasing number of women farmers groups that have potential of becoming entry points both for improved production as well as economic literacy and savings and loans groups.

1.1.4. Deficits of Protection

A major deficit rests with the ineffectiveness of the governance structures in maintaining security, resolving conflict and consolidating the peace within the framework of the fragility of the post conflict nation building exercise. The post war state structures are built on a clear distinction between the roles of the state as protector of the citizens and the citizens as beneficiaries of this protection. The restructuring of the blurred war time security arrangements is a major source of conflict between communities and government. In order to prevent violence, local triggers need to be addressed and Do No Harm analysis identifying connectors and dividers intensified. The convergence of political interests, ethnic allegiances, customary practices such as traditions of dowry as well as access to small arms within a fragile food security environment are triggers which exasperate potential of conflict. This is exemplified in the frequency of cattle raiding which has a significant destabilization potential in many areas of South Sudan. The protection deficit as such therefore necessitates facilitation of increased trust between formal authorities, traditional authorities and communities. The churches are well placed to facilitate processes of dialogue and development of trust between stakeholders.

GOSS have adopted a policy on gender justice "South Sudan Gender Policy" of 2008. Early marriages, forced or voluntary, are the single most important factor for early dropouts of girls from education. There are anecdotal indications that rape and domestic violence are on the increase, perhaps caused by a new male culture of sexual abuse that developed during the war which may have moved into the private sphere after the war coupled with increased access to and consumption of alcohol. Women are often reluctant to report such cases, especially in view of existing customary law, fear of public rumour and bringing shame on family and tribe. In this regard addressing attitudes of men and customary law traditions as upheld by traditional authority are paramount in seeking responses to the challenges faced. The involvement by the church networks on these issues are of significant importance as they are the custodians of moral values for large groups of the population. Emerging regional African church initiatives to address GBV issues can be of strategic importance as a peer to peer mechanism in this regard.

Signs of hope; Good examples are emerging of ecumenical cooperation on local peace initiatives e.g. the Monymiji process in Eastern Equatoria where the African Inland Church (AIC) and CDOT are actively facilitating dialogue between ethnic groups in Lafon County in close link with state and county authorities with increasingly coordinated support by NCA, Caritas/CIDSE, CRS and IKV Pax Christi.

The Sudanese Church initiated a renewed response at the macro level by resurrecting the People to People Peace and Reconciliation Process, which was so successful during the war. The first step, a Church Leaders' Forum where evangelical, catholic and protestant churches met and which also included Islamic leaders took place in Juba in March 2010. The faiths still represent significant potential for facilitation of dialogue processes at both south-south level as well as north-south level in Sudan.

1.2 Role of civil society and Faith Based Organizations (FBOs)

From a civil society perspective the changing dynamics created by the CPA are challenging. The Faith Based Organization (FBO) network has to a large degree constituted the major alternative structured civil society network to state and military structures. The churches played a major role in the groundwork towards the CPA. After the CPA a shift of aspirations of added value have rotated towards constructive engagement in nation building and creating pressure on transparency and accountability of governance through involvement of grassroots, awareness raising and mobilization through e.g. civic education. At the same time the traditional role of the FBO network towards service delivery has not diminished in the population as they look for

access to the rights to basic social services in the absence of government supplied services. The merging of these two aspirations of service delivery and advocacy has put a strain on the FBO network in terms of capacity and resources as well as reflection on vision and mission within the current context. This strain is amplified by the presence of large donor mechanisms such as UN implemented programs which draw heavily on trained local personnel within the FBO community. There is also a felt trend of government seeking to stifle civil society initiatives within e.g. media and constructive engagement of transparency and governance issues which is emerging as a challenge. The political space needed to secure the right to participation the form of an active dialogue between civil society organizations and governance is a key strategic concern for NCA.

1.3 NCA's Value Added in South Sudan

A specific trait of NCA is long term commitment offering solid understanding of local context, relation building and trust over time coupled with flexibility to adapt rapidly to changing circumstance. In Southern Sudan this represents added value as NCA has a strong and consistent record of delivery and flexibility throughout its history of engagement starting from 1972 after the Addis Ababa agreement. In this sense NCA is not just "another NGO" but carries the weight of being a moral duty bearer versus changing the developed mindset from recipient to active citizenship. The added value potential for NCA and our church partners in this is the ability to translate acquired knowledge and trust into a rights based approach which facilitate linkages and space for dialogue between communities and the governance structures while maintaining focus on the need for realization of the peace dividend of increased access to basic services. NCA has a strong profile in Southern Sudan of working with faith based actors who are rooted and have a long history of service delivery to local communities. The FBOs have a natural entry point with regards to moral and ethical issues as ethics of governance, gender based violence, marginalization, stigmatization and corruption. The legitimacy and credibility of FBOs within the population represents untapped potential for change and NCA as an ecumenical agency has a special obligation to mobilize the positive and transformative potential of this network in seeking change. However, it is recognized that the FBOs also represent some of the most conservative values in relation to the same issues; specifically on gender relations. In Southern Sudan the integration of emergency assistance, long term development and advocacy distinguishes NCA from many other organizations which are often specialized within one of the three approaches. Furthermore NCA seeks to create programmatic connectivity between levels of engagement from local to County, State, national and international level. A key factor in this is that NCA not being a specialist organization actively seeks alliances with professional resource partners and networks.

NCA has during the years of engagement in Sudan and in the Eastern African region gained considerable thematic experience. Exposure visits, lessons learnt and technical competence is available in the Sudan programme and in the region. In addition, NCA Head Office possesses thematic and technical expertise which is available for the program. A final and important added value is the NCA commitment to being part of global network and alliances. The ActAlliance represents formidable potential for sharing and coordination of resources, geographical coverage and thematic competence. Regional and continental ecumenical networks such as FECCLAHA and AACC form an important base for African peer to peer support as well as advocacy alliances as Sudan Ecumenical Forum. NCA is committed to the Humanitarian Accountability Partnership (HAP); a major alliance for securing standards and increased mutuality and accountability in relationships in humanitarian and development response.

1.4 Relevance in relation to development priorities

The program profile of NCA in South Sudan is well placed towards the interim constitution within the context of the Comprehensive Peace Agreement (CPA).

A major policy framework shaping the program of NCA is the 2009 Local Government Act (LGA) with its provisions of “decentralization and democratic governance that demands the devolution of authority and power to the lowest level of government closest to the people” (LGA, section 6.2) . The LGA sets the provisions for formation of an inclusive government and a formal base for community based ownership to development as well for the rights of women in the public sphere. It depicts the roles and responsibilities of both formal and traditional governance structures and secures the right of participation and active citizenship of the population at the interface with the respective governance structures. LGA provides for legitimate space for churches to engage with local government.

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

1.4.2 Relevance in Norwegian Development objectives

The strategic reflections of NCA programs in Sudan is well calibrated with Norwegian policy frameworks for development assistance in general such as;

- (i)** Report no 40 to Norwegian Parliament (2008/2009) “Norway’s Humanitarian Policy”
- (ii)** The Norwegian Governments Action Plan (2000) for implementation of UN Security Council 1325 Resolution on Women, Peace and Security. Specifically for Sudan reference is made to two major Norwegian policy documents
 - 2007 “Platform for an integrated Africa policy”
 - 2010 “Review of Norwegian engagement in Sudan”

The 2007 Norwegian Ministry of Foreign Affairs white paper “Platform for an integrated Africa policy” places Sudan and the Horn of Africa at center stage in relation to engagement in conflict resolution and post conflict transitional assistance. The strategic geopolitical reality of peaceful development in Sudan in relation to the regional development potential comes through as a center piece area of concern. Sudan has been the largest recipient of Norwegian development assistance in later years. The white paper underlines the necessity for Norway to build on experience gained in transformation of conflict to post conflict recovery through transitional assistance programs. Norwegian NGOs are specifically mentioned as important channels for transitional assistance providing particular knowledge, expertise and networks. Likewise post conflict processes of dialogue across religious lines are highlighted as important mechanisms for building lasting peace.

Norwegian MFA has decided to develop a strategic partnership with the emerging government structures of South Sudan where emphasis is placed on development of a long term planning and implementation capacity, accountable governance and responsible utilization of the oil resources. The three thematic focus areas of assistance are (i) development of state institutions, (ii) service delivery with weight on education and (iii) management of natural resources and economic development. Humanitarian assistance will be continued prioritizing geographical areas with most pressing needs. Connectivity between humanitarian assistance and long term development will be prioritized. The efforts to monitor and safeguard human rights will be strengthened. Specific attention will be given to womens participation in socioeconomic and political development processes. The broad humanitarian engagement in Darfur will be continued in context of the dynamics of the implementation of the post CPA transitional processes. Of specific interest to NCA is the emphasis placed within the MFA policy paper on the need for continued assistance to grassroots dialogue and reconciliation processes seeking to influence the mindset of the population in opting for peace as a prerequisite for nation building.

2. Main Strategic Interventions

2.1 Thematic Program Priorities and Program Area

**The Right
To Peace
And**

**Gender
Justice**

**The Right to
Water and
Health**

Faith Communities and	Women In Governance	Access to Quality Health Care	Water and sanitation	Education
<ul style="list-style-type: none"> • Sustainable peace achieved between the Pari, Lopit and Tenet Communities • Women, youth and men of NCAs main church partners and supported CBOs are proactive in local peace initiatives • People to people peace processes through SCC are credible and legitimate components in formation of common cause and national identity 	<ul style="list-style-type: none"> • Womens participation has increased in formal decision making processes within local authorities, churches and community based organizations • Gender based violence is regularly addressed through interaction by local government, traditional authorities, churches and CBOs 	<ul style="list-style-type: none"> • Health facilities owned and managed by NCA church partners are professionally managed • Communities in Magwi and Lafon counties have increased knowledge of preventive health measures as well as knowledge of HIV and Aids • Churches health delivery is fully supportive of national, state and county level policy frameworks and coordination mechanisms 	<ul style="list-style-type: none"> • Local communities, schools and health clinics have increased access to potable water • Increased knowledge within the population of sanitation and hygiene as causal effects to water borne diseases 	<ul style="list-style-type: none"> • Local community ownership to education resulting in sustained access for girls and boys to schools • Improved quality of teaching. School administration and coordination of educational services

Short rationale for priorities made;

The NCA strategy for South Sudan 2011-2015 seeks to merge accumulated institutional knowledge and experience of NCA engagement towards South Sudan during pre-war, wartime and the Comprehensive Peace Agreement (CPA) period with current contextual and risk analysis of challenges and opportunities. The three selected global strategic priorities with the respective four program areas are chosen due to their distinct potential in linkage of the humanitarian needs, or the **peace dividend**, to an integrated approach with long term capacity development of both government and civil society actors as being the **governance dividend**. Securing basic needs and emergency response to capacity development and advocacy in a limited geographical scope remains the vital core approach of NCA in South Sudan.

Some elements of other program areas are intertwined with the four chosen program areas out of necessity within a Southern Sudan setting but in such a way that these contribute to the specific overall objective of the given program area.

Although education no longer is defined as a priority area or a program area for NCA globally it has been maintained as a program area for NCA in South Sudan due to historical engagement with key partners and the necessity these obligations entail. Ways and means of phasing out and handing over to other actors of education activities or inclusion of vital components of education linked to the selected strategic priority areas and respective programs will be carried during the period of 2011-2015.

Geographical priorities

Main geographical focus in Southern Sudan will be Eastern Equatoria State and within the state again focus on Magwi and Lafon/Lopa counties for reasons of securing impact. NCA engagement in Warrap State will continue but will be gradually phased out during this strategic period. Engagement at GOSS level will be limited to accompaniment of civil society platforms in advocacy with a special focus on churches and civil society interaction with governance on issue based engagement.

2.2 Strategy for strengthening civil society

(i) Mobilizing communities for social change

A strategy of mobilization for social change in South Sudan must be understood from the backdrop of emerging out of a protracted civil war which has created a general mindset of dependency rather than active citizenship. The NCA contextualized strategy will therefore first and foremost focus on anchoring community ownership and participation in local structures as the church network, traditional authority mechanisms as well local government. The provisions found in the Local Government Act provide a formal basis for strategic programming in line with government policy of securing community ownership to development. A key mechanism to ensure participation will be the integration of the tool of **Community Conversations** in all thematic interventions. NCA will increase the focus on the **Do No Harm** and building local capacities for peace concept when planning new projects and continue to work towards a strong community participation and ownership of all programs. NCA will avoid, if possible, engaging in projects and activities that can create tension and conflicts between various groups. The local community through local authorities and local organizations and committees will be fully involved in the planning and implementation of the activities.

(ii) Building vertical and horizontal alliances and networks

A key strategic concern for horizontal alliance building for NCA as a faith based organization lies in the potential of mobilizing for social change through support to local platforms such as interchurch committees at local level. The vertical advocacy potential of locally rooted platforms will be encouraged through support to participation of churches and CBOs in state and national level sector coordination and policy forums. At GOSS national level NCA will accompany the revitalization of the issue based advocacy engagement of Sudan Council of Churches and Sudan Ecumenical Forum during the referendum and post referendum period. Linkages of Sudanese ecumenical platforms to regional and continental ecumenical alliances as FECCLAHA and AACC will be strengthened. Specific strategic attention will be given to national youth advocacy initiative within Public Expenditure Tracking Systems (PETS) emerging out of support to South Sudan Youth Participation Agency (SSYPA) as well as to emerging potentials for mobilization of civil society in monitoring natural resource development and revenues through entities as Publish What You Pay and EIITA.

The ACT Alliance shall serve as the channel for international advocacy rooted in concerns and voices of Sudanese platforms at local and national level. The potential of ACT Alliance cooperation with the Catholic Church and the catholic international networks of Caritas Internationalis and CRS will be strengthened.

(iii) Mutual Capacity Development

The strategic period marks a shift from own operationality towards a more defined strategy of refining an NCA operational role as that of being **facilitator** and **accompanier**. Focus will be on **brokering of linkages** between resource partners; organizations and institutions with professional competence and capacities, with local structures both in the form of government as well as church and civil society actors.

Partnerships with CBOs and churches will be strengthened within each of the thematic priority areas with specific concerns on gender parity in all sectoral programmes. Existing partnerships will be mutually assessed in relation to potential of partnership cooperation and self assessments will be encouraged to develop mutually agreed capacity development plans. NCA will increase focus on mutual capacity development for fund management as well as planning, reporting and monitoring requirements in line with donor requirements with the objective of mutual and more equitable partnership relations. Care will be taken not to enter into new partnerships at the expense of quality of the NCA programmatic capacity to follow up.

NCA will provide space for internal analysis and self empowering learning processes within our own organization, with the aim of improving accountability and transparency mechanisms with regards the rights-holders as required through the membership of NCA in the Humanitarian Accountability Partnership (HAP).

2.3 NCA Integrated approach

The balance within the NCA integrated approach between emergency, long term and advocacy will be heavily reliant on the scenarios emerging as a result of the implementation of the CPA and its provisions including the resulting scenarios of post January 2011 referendum. All scenarios will have consequences for the planning and implementation NCA activities. NCA will continuously assess the programmatic and security consequence of emerging events as they develop and seek the optimal balance between emergency assistance, long term development work and advocacy in accordance with the ensuing limitations and opportunities. The default entry point in this strategic plan is that the environment will allow for a focus on long term development and advocacy initiatives and linkages between actors at local, county, state and national levels of engagement.

NCA's integrated approach is based on methodologies which include Disaster Risk Reduction (DRR), broader disaster/emergency preparedness, first phase emergency response and longer term sustainable development, thereby cutting across the emergency to development continuum. NCA emergency preparedness planning and plans are essential to this multi-faceted approach and include assessment of women, men and children's vulnerability to disasters in Southern Sudan **and** outlines how NCA envisages an emergency response in South Sudan especially within the context of the ACT Alliance.

The overall approach within emergency assistance is to maximize the response from NCA, churches and other ACT Alliance members to possible emergencies in the geographical areas where the organisations are operating. NCA will together with other ACT Alliance partners and the local government develop a joint Emergency Preparedness Plan which outlines triggers of emergencies, type of responses, coordination mechanisms and division of responsibilities between the ACT Alliance members, churches, the Caritas network, local government and the UN in an emergency situation. In order to enable a rapid response to an emergency situation, NCA will continue to assist the local authorities and the churches to build up and pre-positioning NFI kits, shelter materials and emergency medicines as emergency stock.

Security might become a major problem with the outbreak of violence in some of the scenarios. Development and implementation of safety and security plans will be prioritized. Security plans will center on actions that need to be taken around potentially high-risk milestones.

2.4 NCA accountability commitments

NCA will during this planning period focus on further development and quality assurance of our accountability to right-holders, host communities, partners and other stakeholder based on the HAP accountability and quality managements standards. Focus will be on provision of

information, securing participation and developing systems for feedback and complaints focusing on right-holders and host communities during all phases of project and program implementation.

Clear commitments and expectations on accountability in our relationship with partners will also be developed and adapted to the specific partnerships.

2.5 NCA Commitments to mainstreaming development principles

2.5.1 Gender equality

Grounded in NCA Statement of Principles is a commitment to women’s rights and gender equality which recognizes that gender inequalities and continued discrimination of women are based on unequal power relations, access to resources and assets. A right based approach to changing this through addressing the distribution of power, resources and responsibilities whilst challenging men’s attitudes, behaviour and patriarchal structures and values is how NCA foresees contributing to greater gender equality outcomes.

Based on this NCA applies the guiding principles of gender-sensitive planning and implementation. NCA as part of the ACT Alliance is also committed to promoting gender equality as a common value and gender mainstreaming as a method of work to achieve gender equality through the ACT’s Gender Policy Principles (<http://www.act-intl.org/manual.php>). The Policy Principles outlines how this should be done in humanitarian action, long term development and advocacy.

2.5.2 Conflict sensitivity

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

2.5.3 Environmental sustainability

Grounded in NCA Statement of Principles is a commitment to the protection of the environment as part of the Creation with its inherent value that shall be respected and preserved. NCA shall contribute to the sustainable management of natural resources for the common good of all humanity and the benefit of future generations.

A right based approach will be used to achieve this through addressing the distribution of power, resources and responsibilities to rights holders, whilst challenging the behaviour and values amongst duty bearers, is how NCA foresees contributing to sustainable development outcomes.

Based on this NCA applies the guiding principles on Climate Change for ACT Alliance programmes. NCA as part of the ACT Alliance is committed to promote justice and rights for woman, men and children affected by climate change. The Guiding Principles on Climate Change for ACT Alliance programmes outlines how this should be done in humanitarian action, long term development and advocacy.

3. Funding Strategy

3.1 Resource frames

Program	Funding Source	Expected funding for the planned years in NOK x 1,000
---------	----------------	---

Area		2011	2012	2013	2014	2015	Total for period
Faith Communities and Peace Building	MFA	400	400	900	900	900	3,500
	NORAD	1,100	1,100	1,100	1,100	1,100	5,500
	Sub Total	1,500	1,500	2,000	2,000	2,000	9,000
Women in Governance	MFA	1,100	1,100	1,600	1,600	1,600	7,000
	Sub-total	1,100	1,100	1,600	1,600	1,600	7,000
Access to Quality Health	MFA	2,900	2,900	3,400	3,400	3,400	16,000
	Other(SRF/CHF/UN)	4,500	4,500	2,500	2,500	2,500	16,500
	Sub-Total	7,400	7,400	5,900	5,900	5,900	32,500
Water, Sanitation and Hygiene	MFA	700	700	1,200	1,200	1,200	5,000
	Other(SRF/CHF/UN)	4,000	4,000	4,000	4,000	4,000	20,000
	Sub-Total	4,700	4,700	5,200	5,200	5,200	25,000
Education	MFA	4,000	4,000	0	0	0	8,000
	Sub-total	4,000	4,000	0	0	0	8,000
Emergency Assistance	MFA	2,000	2,000	2,000	2,000	2,000	10,000
	Other(ACT/SRF/CHF/UN)	5,000	5,000	5,000	5,000	5,000	25,000
	Sub-total	7,000	7,000	7,000	7,000	7,000	35,000
Capacity building of Civil Society	MFA	1,300	1,300	1,800	1,800	1,800	8,000
	NORAD	1,000	1,000	1,000	1,000	1,000	5,000
	Sub-total	2,300	2,300	2,300	2,300	2,300	13,000
Program , technical and administrative support	MFA	12,000	12,000	12,000	12,000	12,000	60,000
	NORAD	3,600	3,600	3,600	3,600	3,600	18,000
	NCA	1,400	1,400	1,400	1,400	1,400	7,000
	Sub-total	17,000	17,000	17,000	17,000	17,000	85,000
GRAND TOTAL SOUTH SUDAN		40,300	40,300	40,000	40,000	40,000	200,600

3.2 Sources of funding and capacity for fundraising

3.2.1 Main funding sources

The envisaged resource framework for NCA in South Sudan rests on the following strategic assumptions;

- A negotiated initial 3 year agreement (2010-2012) with Norwegian Ministry of Foreign Affairs with a financial framework of NOK 20-25 million per year. It is expected that this framework will be extended beyond 2012 to accommodate the strategic planning period and that it can be increased slightly on an annual basis pending documentation of results and emerging needs.
- A global NCA negotiated 5 year framework with NORAD of which the NCA South Sudan program
- A potential funding of NOK 2-5 million per year for emergencies from the ACTAlliance network supported by Norwegian MFA
- The potential sector funding of approximately NOK 5-6 million per year within health, water and sanitation as well as emergencies (which would include livelihoods) from multi donor trust fund mechanisms such as Sudan Recovery Fund, CHF and other UN based funding mechanisms
- Allocation of own NCA funds throughout the planning period at a rate of approximately NOK 1,412 per year to cover salaries for senior positions in the program

3.2.2 Diversification strategy

NCA will seek diversification in funding through the following strategic approach;

- (i) Norwegian MFA
 - long term funding securing a foundation for working towards objectives of the 2011-2015 strategy and country plan
- (ii) NORAD
 - long term funding through the Framework agreement with NCA securing additional Leverage for the national level (GOSS) advocacy initiatives and capacity development
- (iii) UNDP, Sudan Recovery Fund (SRF), Common Humanitarian Fund (CHF) and others;
 - short term (1 year) funding for sector programmes
- (iv) ACT Alliance
 - emergency preparedness and response funding
- (v) NCA own funds
 - basically covering salaries for senior positions

3.2.3 Capacity assessment

With its long history of engagement in South Sudan NCA has over the years acquired a core staff of committed and professional southern Sudanese who have carried the burden of war as well as the joy of peace. In this, NCA distinguishes itself from many other INGOs who largely still have regional or expatriate staff in key positions. The largely service delivery orientation of the program through war time and CPA period has created a solid base of local knowledge as well as trust and relationships with communities, church partners and local and state government structures. The shift in strategic focus of the 2011-2015 Country Plan necessitates a reorientation from service delivery to capacity development within the existing staff as well as recruitment of specific competence within capacity development. NCA is also vulnerable in the regards to the standard 2-year contracts of senior expatriate personnel. Recruitment of leadership positions needs to make certain of required skills in leadership in understanding the Global Strategic Plan in order to fulfill the vision and mission as defined in the objectives of the contextualized Country Plan for South Sudan.

3.2.4 ACT Alliance Coordination

NCA South Sudan is committed to the strengthening of the ACT Alliance through active participation on the ACT Alliance Forum. Of specific importance is the inclusion of the local member churches in the ACT Alliance as these are the backbone of the Alliance in the southern Sudanese context. NCA is also committed to the strengthening of ties between the ACT Alliance and with the catholic network of CIDSE on South Sudan.

4. Lessons learned from assessments and evaluations

There have been no major evaluations during the later years within the South Sudan programme. However there have been processes of assessments related to strategic reformulation of the programme profile in view of the changing dynamics of the post war period emerging from the Comprehensive Peace Agreement period as it unfolds and prepares for the post referendum period of nation building. The NCA South Sudan programme is also informed by lessons learned through NCA Global evaluations. The most important lessons learned from the NCA South Sudan strategic assessment processes and global evaluations contextualized into the South Sudan program can be summarized as follows;

1. NCA South Sudan strategic assessment process

- a. From war and post war to nation building-from a mindset of being recipient to a mindset of active citizenship**

The programmatic consequence of the historic shift from a war and post war scenario into a scenario of nation building needs to be understood by NCA staff as well as partners and relevant cooperating authorities. The mode of interaction from a largely needs based approach of service delivery to a rights based approach focusing on active community participation based in relation to duty bearers is perhaps the single most important challenge for NCA in the 2011-2015 planning period.

b. Securing impact-the need to focus geographically and thematically

The strategic reflections between main partners and NCA recognized the need to focus geographically and thematically in order to secure more impact of programmes. A modified clustered approach would allow for increased coordination and alignment of key stakeholders within government, partners and local communities seeking as well as securing increased integration between the selected respective thematic sector programmes. Baseline studies as a necessary working tool for impact programming form an integral component of this approach.

c. Programmatic shift from predominantly operational to capacity building focus

NCA has through the war and post war period largely operated on a modality of operability within a context of weak organizational capacity of governmental structures and local partner organizations. The significant strength of the specifically the churches in service delivery is clearly recognized but the supporting organizational capacity has not been sufficient to allow for fully fledged partnerships as in other country programs. For this reason a major learning lesson has been to refocus towards a strategic approach of capacity building of local government and core partners.

d. Strengthen coordination and develop alliances

Although the rhetorics of coordination and alliance building are present in all stakeholders the reality on the ground has been that of singular stakeholder approach with little or no real coordination between stakeholders of government, INGOs and local partners. Coordination demands investment in a working methodology that is more time consuming and relinquishing perceived own effectiveness at the expense of a seemingly more cumbersome and less effective collective. While clearly more demanding, coordination and alliance building among stakeholders operating towards the same communities is a programmatic imperative for the NCA South Sudan programme.

e. Link resource and competence organizations to the NCA supported partners

NCA South Sudan recognizes that it is not an organization of competency and skills in the selected thematic areas of engagement. The professional challenges encountered necessitates an understanding within NCA staff of the role of facilitating and brokering linkages between relevant competence organizations and institutions to our traditional network of local partners as well as local government stakeholders.

2. NCA Global evaluations informing the NCA South Sudan programme

a. Civil Society for Accountable Governance

A 2009 internal review of the NCA global thematic program of Civil Society for Accountable Governance informs and influences the NCA South Sudan programme with several key programmatic concerns;

- the recognition that some of our faith based partners are not yet agents for change but arenas for change therefore necessitating systematic strengthening and accompaniment of church partners in reflections of linkages between their own vision

and mission merged with the concepts of a rights based approach on key issues governance, human rights and gender

- the recognition that a focus on accountable governance of duty bearers requires more focus on own governance with specific attention to transparency and accountability

- the recognition that traditional community development programs need to be more systematically used as an entry points for empowering rights holders to address duty bearers to secure lasting access to basic services through issue based advocacy

- the awareness of need to increasingly monitor legal frameworks, rule of law and human rights as an integral component of community based development programs

b. Men and Women addressing Gender Based Violence

The 2010 NCA global evaluation of the thematic area "Men and Women address Gender Based violence" together with the the experiences within the NCA Eastern Africa Gender Focal Point framework informs and influences the NCA South Sudan programme through;

- the recognition of the need to bring issues out of the private sphere and into the public domain in seeking to reduce incidence of gender based violence

- the recognition that NCA's focus on gender based violence and on rights holders has relevance to womens security as well as enhancing the quality of NCA programs as a whole. The main focus of an NCA approach needs to be on instigation of transformation processes to alter value systems that are root causes of gender based violence. Linking faith based organizations to issues of gender based violence advances sustainability.

- Engaging Faith Based Organizations on issues of gender based violence facilitates increased reflections on own practice and role in perpetuating gender discrimination

- the technique of community conversation is an important tool not only in gender based violence but also in a general issues based rights based approach at community level and as such NCA South Sudan will seek to invest competence building of own staff in this tool.

5. Programmes

5.1. Faith Communities and Peace Building

Focal problem;

- Lack of peace in Lafon County between the ethnic groups of Pari, Lopit and to a certain extent the Tenet ethnic group. Existing historic tensions were exploited by wartime actors which has significantly affected CPA period relations. There is a gap of trust between traditional authority represented by Monyomiji and formal governance structures. This distrust has paralyzed nearly all developmental potential in the county
- Untapped capacity for positive interaction between the three duty bearers (i) government (ii) traditional authority and (iii) the church structures in Lafon and Magwi Counties in relation to potential in conflict transformation.
- Lack of integration of "Do no Harm" and techniques for facilitation of peaceful relationships between communities and between communities and governance structures.
- At South Sudan (GOSS) level people to people peace processes seeking increased interethnic unity and common national identity is a major issue. The potential and role of Sudan Council of Churches supported by the international ecumenical family through Sudan Ecumenical Forum is a main channel for NCA in seeking to address this.

Program objective;

Religious actors actively participating in peace building processes contributing to socio-political change in local and national contexts

Main Partners

- Sudan Council of Churches, Catholic Diocese of Torit, African Inland Church, Episcopal Church of Sudan, Magwi and Lafon County Commissioner with relevant departments, East Equatoria State Peace Commission

Resource Partners

- Pax Christi, University of Juba

Strategic Alliances

- Sudan Ecumenical Forum, ACT Alliance, Catholic Relief Services, Caritas,

NCA added value contributions

- **Facilitate** capacity development and mobilization of coordinated capacities of formal authorities, traditional authorities, churches and ecumenical agencies to address local conflicts
- **Broker** linkages with resource organizations and networks for capacity development of churches and interchurch committees to engage in peace and advocacy initiatives
- **Accompany** development of national level ecumenical platforms for peace, conflict resolution and advocacy
- **Funding** of partners initiatives

Routines for monitoring and evaluation

- As per provisions in NCA “Routines and Guidelines”

Assessments securing alignment to national and Norwegian policies

- Aligned towards national (GOSS) policy through adherence to
 - (i) Provisions of Local Government Act (2009)
 - (ii) East Equatoria State as well as Magwi County and Lafon County Strategic Plans
- Aligned towards Norwegian policy through
 - (i) Report No.40 to Norwegian National Parliament (2008-2009); Norway’s Humanitarian Policy”
 - (ii) Stortingsprop.1 2009-2010 (Norwegian National Budget guidelines for Ministry of Foreign Affairs) ; specific reference to chapter 7
 - (ii) The Norwegian Governments Action Plan for the implementation of UN Security Council Resolution 1325 (2000) on Women, peace and Security

Financial resources needed

- NOK 1,5 to 2 Million annually

Program name: Faith communities and peace building			
	<u>INDICATORS</u>	<u>SOURCES OF VERIFICATION</u>	<u>RISKS</u>
<u>NCA Global Goal</u> Religious actors actively participating in peace building processes contributing to	<u>NCA Global Selected Output Indicator;</u> Number of peace building interventions involving faith communities to address driving	Partners reports and NCA monitoring reports	

socio-political change in local and national contexts	factors of violent conflict		
OUTCOME 1	(i) Geographical location of County Headquarters in Lafon County has been resolved and accepted by all stakeholders	Meetings with stake holders. Reports from peace and reconciliation initiatives. Observations.	The three communities are not committed to finding peaceful resolution to their conflicts. All communities have equal access to basic services. Traditional leaders and government structures interacting with each other.
Sustainable peace achieved between the Pari , Lopit and Tenet communities	(ii) Number of meeting points between traditional and formal authorities facilitated by the CDOT and AIC joint platform with CRS, Pax Christi and NCA		
OUTPUT 1 xx workshops with traditional authorities on understanding role of traditional authority at Boma and Payam level	(i)Number of workshops and participants	Monitoring reports	Resistance from traditional authorities as well as formal authorities
OUTPUT 2 XX workshops with boma and Payam councils with facilitation of capacity building and training of roles and responsibilities	(i) number of workshops and participants	Monitoring reports	Resistance from traditional and formal authorities Ethnicity issues override governance issues
OUTCOME 2	i) Number of peace initiatives with church participation/ facilitation and public debate Initiatives Initiated by churches or Interchurch	Minutes from meetings. Media reports. Observations.	Resistance from governing formal and informal authorities; room and space for civil society mobilization becomes
Women, youth and men of NCAs main church partners and supported CBOs are pro-active in local peace initiatives			

	Committees		limited
OUTPUT 1 Support to local initiatives on peace and advocacy by churches, Interchurch Committees and CBOs.	Number of local initiatives supported	Minutes from meetings, media reports, observations	Government recognize the role of the churches and CBOs in community development.
OUTCOME 3	(i)Number of people to people peace processes actively engaged through SCC facilitation (ii) Number of interactions between church and government at national level on issue based engagement	Monitoring reports by Sudan Council of Churches and Sudan Ecumenical forum	Churches do not sufficiently take responsibility for people to people processes Lack of funding for SCC programs on peace
People to people peace processes through Sudan Council of Churches are credible and legitimate components formation of common cause and national identity			
OUTPUT 1: People to people peace process implemented in Eastern Equatoria and recommendations acted on	(i)People to people peace process has been conducted (ii) Joint statement with action points agreed on	(i)Minutes from meetings, media reports, observations.	Resistance from ethnic power structures seeking to maintain status quo

Links between partners and programme objectives per programme

Partners	Core partner, programme support, resource organization, strategic alliances	Type of organisation (church-based, faith-based, value-based, others)	Geographic concentration
Catholic Diocese of Torit	Core Partner	Church based	Eastern Equatoria
African Inland Church	Core Partner	Church based	Lafon County
Sudan Council of Churches	Core Partner	Church partner	Sudan

Pax Christi	Resource partner	Church based	South Sudan
Sudan Ecumenical Forum	Strategic Alliance	Church based	Sudan
Catholic Relief Services	Strategic Alliance	Church based	South Sudan
Juba University	Strategic Alliance	Knowledge based	South Sudan
Traditional authorities in Lafon County	Traditional Government Alliance	Community based	Lafon County
Lafon County authorities	Formal government alliance	Government based	Lafon County
East Equatoria State Authorities	Formal government alliance	Government based	Eastern Equatoria

5.2 Women in Governance

Focal problems;

- Limited capacity for implementation of national policy and provisions of the Local Government Act related to increase participation of women in decision making processes and governance.
- Limited capacity for coordination and linkages between government and civil society concerning gender issues in the two counties of Lafon and Magwi.
- Lack of womens participation in formal decision making processes and a general lack of understanding about equal relationships between men and women within the church structures.
- Lack of baseline data for womens participation in formal government authority structures as well as in the church structures.
- Lack of womens participation in economic affairs thereby not active in issues of local governance at Boma, Payam and County level
- Limited County capacities to address Gender Based Violence (GBV) and implement national policy
- Gap in understanding and engagement on GBV issues in traditional authority being the lynchpin between government and communities as custodians of customary law and traditional norms.
- Gap in understanding and engagement on GBV within the churches. The churches serve as custodians of ethical and moral values which large parts of the population regard as integral to their daily lives but there is little or no focus or engagement from the churches in seeking to address gender based violence.

Program objective;

Increase women's participation in governance issues and structures

Main Partners

- St.Monica Women Association, Lowyda, Catholic Diocese of Torit, African Inland Church, Episcopal Church of Sudan, Local government authorities in Magwi and Lafon counties,

Resource Partners

- FECCLAHA, UNDP

Strategic Alliances

- ACT Alliance members in East Equatoria, East Equatoria State Ministry of Local Government, Ministry of Gender and Social Welfare, American Refugee Council (ARC), NRC (Norwegian Refugee Council), Catholic Relief Services (CRS)

NCA added value contributions

- **Broker** linkages between resource organizations and networks and county administrations, churches and CBOs to develop capacity for increased womens participation decision making processes.
- **Facilitate** capacity development of county administrations, churches and CBOs to address gender based violence as governance issues in post conflict nation building in response to international conventions
- **Facilitate** CBOs and churches partners in development of local savings and loan groups that are empowered through economic literacy and social entrepreneurship training
- **Funding** of partners initiatives

Routines for monitoring and evaluation

- As per provisions in NCA “Routines and Guidelines”

Assessments securing alignment to national and Norwegian policies

- Aligned towards national (GOSS) policy through adherence to
 - (i) Provisions of Local Government ACT (2009)
 - (ii) Ministry of Gender and Social Welfare “South Sudan Gender Policy” 2008
- Aligned towards Norwegian policy through
 - (i) Action Plan on womens rights in development cooperation (2007-)
 - (ii) The Norwegian Governments Action Plan for the implementation of UN Security Council Resolution 1325 (2000) on Women, peace and Security

Financial resources needed

- NOK 1,1-1,6 million annually

Program name: Women in Governance			
	<u>INDICATORS</u>	<u>SOURCES OF VERIFICATION</u>	<u>RISKS</u>
<u>NCA Global Goal</u> Increase women's participation in governance issues and structures	<u>NCA Global Selected Output Indicator</u> Number of women represented in governance structures relevant to NCA partners and programs	Partners reports and NCA monitoring reports	
<u>OUTCOME 1</u>	Number of posts on	Member records.	Women are

Increase of X% of women occupying posts at decision making level within local authorities, churches and civil society organizations	decision making level in community organizations and governmental institutions in intervention areas occupied by women	Attendance lists. Minutes from meetings.	unwilling to active participation. Womens role is not recognized by churches, church organizations, traditional leaders and local government.
OUTPUT 1 X women occupying decision making positions in formal governance structures at County, Payam and Boma levels.	Number of women occupying decision-making positions	Member records. Attendance lists. Minutes from meetings.	Resistance within local communities
OUTPUT 2 X women occupying decision making positions in formal governance structures in NCA supported churches and CBOs	Number of women occupying decision-making positions	Member records. Attendance lists. Minutes from meetings.	Resistance within churches as main partners
OUTPUT 3 All NCA supported women's civil society organizations trained in basic administration, leadership and financial management	Number trained	Attendance lists, minutes from training	Lack of commitment for training. Loss of trained personnel to UN and other agencies
OUTCOME 2			
Gender Based Violence is regularly being addressed through interaction by local government, traditional authorities, churches and other	Number of GBV issues addressed	Reports from training and workshops. Church partners reports, Official records. Monitoring and observations	GBV is still not recognized by churches and community leaders as an issue that has to be addressed.

CBOs.			
OUTPUT 1 (i)All NCA supported churches and civil society organizations have received GBV awareness training	Number of GBV training events	Reports from workshops, participants' lists	Lack of understanding of need for training on GBV
OUTPUT 2 (ii)X church discussion groups and radio programmes held per year on GBV and gender roles	Number of programmes, number of discussion groups and radio programmes held	Church partner reports from discussion group, monitoring	Lack of understanding within church structures of need for addressing GBV
OUTPUT 3 (iii)Increase of number of women as individual plaintiffs in civil and criminal courts at county level	Number of cases with women as individual plaintiff	Court records	Lack of commitment in court structures. Fear of victims to report
OUTPUT 4 (iv) X "girls clubs" in schools addressing issues of GBV	Number of girl clubs addressing issues	Records from schools	Fear of girls to discuss. Lack of leadership to follow through

Links between partners and programme objectives per programme

Partners	Core partner, programme support, resource organization, strategic alliances	Type of organisation (church-based, faith-based, value-based, others)	Geographic concentration
Catholic Diocese of Torit	Core partner	Church based	Eastern Equatoria
African Inland Church	Core partner	Church based	Lafon County
Episcopal Church of Sudan	Core partner	Church based	Magwi County
St.Monicas Women Association	Core partner	Community and value based	Magwi County
Alek Women's Group	Core Partner	CBO	Gogrial West
LOWYDA	Core partner	Community and value based	Lafon County
FECCLAHA	Resource partner	Church based	Eastern Africa

Traditional authorities in Magwi and Lafon Counties	Strategic alliances with communities	Community based	Lafon and Magwi County respectively
Formal authorities in Magwi and Lafon Counties	Strategic alliance with government	Government	Lafon and Magwi County respectively
ARC	Strategic INGO geographical alliance	Strategic Actor on the same scene	Magwi County

5.3 Access to Quality Health

Focal problems

(i) Access to health

- Critical gaps of access to health facilities with specific focus on maternal health
- Critical gaps in the supply chain of provision of essential drugs and cold chain for implementation of vaccination programs in overall UNICEF/MoH coordinated programs
- Critical gaps in availability of trained personnel
- The church networks and a few INGOS deliver most of health services in the state and in Magwe, Lafon and Gogrial West counties. Although the future vision should be that of a full responsibility delivered by government the reality of Eastern Equatoria and Warrap States still remains in the parallel delivery of access to through church networks and INGOS. It is important that this delivery continues while building capacity for the longer term objectives of government responsibility taking over.
- NCA will not engage in support to direct clinical management of health facilities or construction of new health facilities. However, in Warrap State, NCA has been directly managing the Alek PHCC but concerted efforts are being made to build the capacity of the Gogrial West County health authorities to assume full management responsibility of this facility by the end of 2011.

(ii) Community health mobilization

- Lack of investment in preventive health programs. The little resources availed to health implementation are prioritized towards curative programs
- Lack of knowledge at local level of national health policy of community mobilization and sensitization to responsibility for own health.
- High number of returnees and opening of trade routes to Kenya and Uganda needs intensified HIV and AIDS awareness raising. Although there are efforts from the church networks in mobilization and sensitization towards the pandemic of HIV and AIDS this suffers under lack of coordination and alignment.
- Lack of inclusive attitudes and high level of continued stigma in churches towards People Living with AIDS (PLWAs)

(iii) Health coordination and Health Information Management Systems

- Untapped potential of coordination and alignment at state and county health forums and task forces
- Lack of a government coordinated basic Health Management Information System (HMIS) to which all stakeholders comply ensuring that HMIS is used as a management tool for informed and timely decision making.
- Weak capacity of church partners implementing health programs in knowledge of Health management systems as well as administrative and financial management of health initiatives

- Limited capacity of churches to advocate versus governance policy and budgetary framework

Program objective;

Improved access to quality health care for poor and marginalized communities through faith based actors

Main Partners

- Catholic Diocese of Torit, African Inland Church, Episcopal Church of Sudan, Magwi and Lafon county local government authorities

Resource Partners

- UNICEF

Strategic Alliances

- Catholic Relief Services, Caritas, ACT Alliance, Eastern Equatoria and Warrap State Ministries of Health.

NCA added value contributions

- **Facilitate** capacity building of church partners and county administrations to increase access of health services through efficient delivery and coordination of health programs in line with national policy guidelines
- **Funding** of churches continued service delivery within the coordinated governmental frameworks
- **Facilitate** capacity building of churches and county administrations to increase knowledge of community based preventive health measures as well as knowledge of HIV and AIDS and more inclusive attitudes and less stigma to those affected by HIV and AIDS
- **Accompany** church partners and county administrations in development of Health Management Information Systems
- **Challenge** church partners to engage in advocacy on health policy through participation in county, state and national level coordination and policy forums

Routines for monitoring and evaluation

As per NCA Routines and Guidelines requirement

Assessments securing alignment to national and Norwegian policies

- Aligned towards national (GOSS) policy through adherence to
 - (i) GOSS Ministry of Health; "Health Policy for the Government of South Sudan, 2006-2011; revised version 2007"
 - (ii) GOSS Ministry of Health; "Basic Package for Health and Nutrition Services"2009
 - (ii) Strategic Plans for Eastern Equatoria State, Magwe and Lafon Counties
- Aligned towards Norwegian policy through
 - (i) Report No.40 to Norwegian National Parliament (2008-2009); Norway's Humanitarian Policy" , page 31 on Health policy
 - (ii) Stortingsprop.1 2009-2010 (Norwegian National Budget for Ministry of Foreign Affairs) ; specific reference to chapter 7;program category 3;10

Financial resources needed

- NOK 5,9-7,4 Million annually

Program name: Access to Quality Health			
	INDICATORS	SOURCES OF VERIFICATION	RISKS
<u>NCA Global</u>	<u>NCA Global Selected Output</u>	Partners and	

<p>Goal Improved access to quality health care for poor and marginalized communities through faith based actors</p>	<p>Indicator Number of rights holders receiving health services</p>	<p>government reports and NCA monitoring reports</p>	
<p>OUTCOME 1</p>	<p>Number of health workers and health administrators trained (ii) Reduced mortality rates at health facilities</p>	<p>Records and statistics from the individual health units. Procurement lists. Participation lists from trainings and workshops. Monitoring reports.</p>	<p>Qualified community health workers and health administrators not available. Medicines and equipment not available for procurement. Partners and local authorities have no capacity to take full responsibility for providing health care service</p>
<p>OUTPUT (i) NCA partners and county health authorities have assumed full responsibility for management of their clinics as well as operational responsibility for the procurement, and distribution of material assistance</p>	<p>(i) Management structure in place (ii) Partners able to meet donors financial reporting requirements</p>	<p>Management guidelines Partners reports and financial records</p>	<p>Lack of leadership and commitment. Trained partner personnel recruited into other agencies, government or UN. Salaries not sufficient to motivate continued service</p>
<p>OUTCOME 2</p>	<p>Reduced number of newly infected persons Number of people attending awareness sessions Number of people</p>	<p>Minutes from meetings. HIV and AIDS Information Programme available. Statistics and</p>	<p>Community members willing to be members of Health Committees. .Local</p>
<p>Communities have knowledge of preventive health measures as well as knowledge of HIV and AIDS.</p>			

	going for voluntary counseling and testing	records from schools. Monitoring reports.	communities and churches recognize HIV and AIDS as a serious disease. Trained HIV and AIDS motivators are available.
i) X health committees established at Payam and Boma level conducting monthly meetings addressing key health issues	Number of health committees established Monthly meetings held	Statistics, minutes from meetings	Community commitment. Demand for paid participation
ii) Local government and NCA partner churches have disseminated a HIV and Aids information programme addressing prevention and stigma reaching all schools	(i)HIV and AIDS information programme in place (ii)Number of dissemination events (iii)number of schools reached	HIV and AIDS information programme, reports, statistics	Lack of coordination with other actors. Lack of government and church commitment
OUTCOME 3	Church health units are fully recognized by government as key service delivery stakeholders All health workers in church owned health institutions on government payroll Churches participate in health coordination meetings at state and county levels	Plans and reports from government, Minutes from coordination meetings, government payroll	The need for collection and maintenance of baseline data not recognized by all stakeholders.
Church health delivery is fully supportive of national, state and county policy framework and coordination mechanisms			
OUTPUT 1 (i) A government coordinated Health Management Information System	HMIS in place and used	Records, monitoring reports	Lack of coordination and mutual commitment between

(HMIS) is adopted and implemented by all health sector delivery actors			national, state, UN and NGO actors
(ii) Churches health programs participate in the State and County coordination meetings.	Churches are included in calls for meetings	Minutes from meetings, attendance records	Resistance from government and churches for coordination

Links between partners and programme objectives per programme

Partners	Core partner, programme support, resource organization, strategic alliances	Type of organisation (church-based, faith-based, value-based, others)	Geographic concentration
Catholic Diocese of Torit	Core Partner	Church based	Eastern Equatoria
African Inland Church	Core Partner	Church based	Lafon County
Episcopal Church of Sudan	Core Partner	Church based	Magwi County
UNICEF	Resource partner	UN agency responsible for health in EES	Eastern Equatoria
Warrap State MoH	Government alliance	Government	Gogrial West County
Gogrial West county health authorities	Government alliance	Government	Gogrial West County
Catholic Church – Kuajok	New partner	Church based	Kuajok
Caritas/CRS	Strategic Alliance	Church based	Eastern Equatoria
Lafon and Magwi County Authorities	Governmental alliance	Government	Lafon and Magwi Counties respectively
Eastern Equatoria State Ministry of Health	Governmental alliance	Line Ministry in Eastern Equatoria	Eastern Equatoria

5.4 Water, Sanitation and Hygiene

Focal problems;

- Lack of adequate coordination and linkage to national water policy and water sector activities at state and county level.
- Lack of baseline data for planning and implementation of initiatives
- Gap in capacity for community based operation and maintenance of existing potable water outlets.

- High incidence of hygiene and sanitation related diseases indicate a significant lack in community based knowledge of causes. WASH campaigns are implemented on irregular and ad-hoc basis.
- Critical gap in form of exposure of vulnerable groups to lack of clean water, sanitation and hygiene specifically in schools and health clinics. The concept of rooftop rainwater harvesting has not been widely adopted at institutional level.

Program objective;

Improved access to water, sanitation and hygiene for poor and marginalized communities

Main Partners

- Catholic Diocese of Torit, African Inland Church, Episcopal Church of Sudan, Magwi and Lafon local government authorities

Resource Partners

- SNV, UNICEF

Strategic Alliances

- Catholic Relief Services, Caritas, ACT Alliance, State Ministry of Irrigation and Water Resources

NCA added value contributions

- **Accompany** and **fund** church partners to secure sustainable access to water and hygiene through rehabilitation of boreholes and installation of rainwater harvesting systems in clinics and schools.
- **Broker** linkages between church partners and county administrations to UN and other stakeholders in WASH hygiene promotion messages and awareness campaigns
- **Facilitate** linkages capacity development of county and state authorities enabling coordination and guided activities in concurrence with National Water Policy and based on reliable baseline data

Routines for monitoring and evaluation

- As per provisions in NCA "Routines and Guidelines" section

Assessments securing alignment to national and Norwegian policies

- Aligned towards national (GOSS) policy through adherence to
 - (i) Government of Southern Sudan Water Policy (2007)
 - (ii) Government of South Sudan; National Technical Guidelines and Manuals for Water Supply and Sanitation Facilities
 - (iii) Strategic Plans for Eastern Equatoria State, Magwe and Lafon Counties
- Aligned towards Norwegian policy through;
 - (i) SPHERE; Minimum Standards in Water Supply, Sanitation and Hygiene Promotion
 - (ii) Report No.40 to Norwegian National Parliament (2008-2009); Norway's Humanitarian Policy" , page 31 on Health policy
 - (ii) Stortingsprop.1 2009-2010 (Norwegian National Budget for Ministry of Foreign Affairs) ; specific reference to chapter 7;program category 3;10

Financial resources needed

- NOK 4,7-5,2 million annually

Program name: Water and Sanitation			
	INDICATORS	SOURCES OF VERIFICATION	RISKS
<u>NCA Global Goal</u>	NCA Global Selected Output Indicator;	Partners reports and NCA	

Improved access to water and sanitation, enabling a good environment for improved hygiene for poor and marginalized communities	Number of rights holders who have access to a basic water supply service level	monitoring reports	
OUTCOME 1	Number of local communities, schools and clinics with increased access to portable water	Baseline data. Monitoring reports. Evaluation report	Community members not committed to manage local water resources.
Local communities, schools and health clinics have access to potable water and sanitation			
OUTPUT 1 (i) XX bore holes repaired/maintained	Number of boreholes repaired/maintained and functional one year after maintenance	Technical/test reports, monitoring Monitoring of baseline data	Lack of coordination with other actors. Community maintenance not forthcoming
OUTPUT 2 ii) 60 hand pump technicians trained and 60 community water committees established	Number of hand pump technicians trained Number of community water committees established	Participants lists, records List of technicians in service	Trained technicians demand for paid services
OUTPUT 3 iii) 40 facilities (schools and clinics) have installed rooftop rainwater harvesting systems	Number of institutions with installed with rooftop rainwater harvesting systems	Records, monitoring visits	Community maintenance not forthcoming. Installed systems become non-functional
OUTPUT 4 vi) County and state authorities are able to coordinate and guide activities in concurrence with National Water Policy and based on reliable baseline data.	National water policy in place- Local officials trained in implementation of national water policy Number of plans and handover reports submitted to WASH	Policy document Participants lists from training, reports Minutes from meetings	Lack of commitment from county and state authorities.

	government stakeholders		
OUTCOME 2 knowledge within the population of sanitation and hygiene as causes leading diseases	Number of people using latrines Reduced case of water born diseases related to poor hygiene	County level health records Monitoring of baseline data	Lack of community ownership to knowledge and commitment to sustained hygiene
OUTPUT 1 80 latrines stances built or rehabilitated in 40 schools and clinics	Number of latrines in use 1 year after construction Number of schools and clinics with new latrines stances in use 1 year after construction	Reports, monitoring visits	Lack of maintenance due to low community ownership
OUTPUT 2 Reduced incidence of water borne diseases registered health facilities	Number of incidences registered	Baseline data, county level health records, statistics	Health personnel not committed to follow up local communities
OUTPUT 3 36000 people reached by WASH hygiene promotion campaigns in cooperation with UN and other partners	Number of people of reached with WASH and hygiene promotion campaigns	Reports, number of campaigns	Lack of coordination with other actors

Links between partners and programme objectives per programme

Partners	Core partner, programme support, resource organization, strategic alliances	Type of organisation (church-based, faith-based, value-based, others)	Geographic concentration
Catholic Diocese of Torit	Core Partner	Church based	Eastern Equatoria
African Inland Church	Core Partner	Church based	Lafon County
Episcopal Church of Sudan	Core Partner	Church based	Magwi County
SNV Holland	Resource partner in	Knowledge based	Eastern Equatoria

	capacity development		
CARITAS/CRS	Strategic alliance	Church based	Eastern Equatoria
UNICEF	Strategic alliance	Knowledge based	Eastern Equatoria
Lafon, Magwi and Gogrial West County Authorities	Governmental alliance	Local Government based	Lafon, Magwi and Gogrial West Counties respectively
EES and Warrap State Ministries of Water and Irrigation Services	Government alliance	State Government based	Eastern Equatoria and Warrap States

5.5 Education

Education is not a prioritized thematic program area in the new NCA Global strategy for 2011-2015. The inclusion of education in the NCA Sudan Strategy for 2011-2015 is however justified by the strong emphasis by all major stakeholders as well as the strong involvement of NCA in supporting the education sector throughout its history of engagement. NCA will evaluate its engagement in the education sector as an integral component of this 3 year program and prepare for an exit-strategy from the education sector during the project period.

Focal problems;

(i) Access and gender disparity

- Low levels of general access, net intake, to primary education in Gogrial West, Magwi and Lafon Counties as well as significant gender disparities in sustaining access as a result of higher levels of dropouts of girls through the course of the primary education system.
- Lack of functioning Parent Teacher Associations addressing community ownership and understanding of need for children and in particular girls to attend school.
- High classroom: student ratio and low teacher: student ratio as root causes to low levels of access.
- Due to limited financial resource availability NCA will not be able to engage in infrastructure construction work to increase access but rather focus on the gap of community ownership and involvement. It is by this hope that other actors will continue to engage in classroom construction.

(ii) Quality of education

- High student:teacher ratios becoming an increasing challenge to the quality of education as net intake increases
- Gap in Government ability to increase the budgetary allocations to provide salaried teachers thereby reducing the two tier system of paid and volunteering teachers at present.
- Lack of trained teachers with over 70% of the teachers having only primary or secondary education as a background for their profession.
- Gap in continued provision of textbooks and curriculums to the schools is a pre-requisite for increased quality in the schools.

(iii) Policy implementation

- Gap in implementation of government policies both as a budgetary gap as well as a knowledge gap within the relevant key stakeholders.
- Weak capacity of the County Education administrations. An important factor in this is the entry point of baseline information as to the status of the key indicators in

relation to policy implementation, although commendable efforts have been made in the recent UNICEF/EMIS statistical baseline.

- Untapped potential of church interaction with government in implementation and policy issues. Churches still run and maintain a large number of schools in the two counties. Although the future vision should be that of a full responsibility delivered by government the reality of Eastern Equatoria still remains in the parallel delivery of access to education through church networks. It is important that this delivery continues while building capacity and strengthening connectivity for the longer term objectives of government responsibility taking over.

Program objective;

Strengthened community ownership and capacity development to secure the right to basic education services

Main Partners

- Catholic Diocese of Torit, African Inland Church, Episcopal Church of Sudan, Christian Aid, as well as Gogrial West County, Magwi and Lafon County local government authorities

Resource Partners

- UNICEF/WFP (food for training)

Strategic Alliances

- Catholic Relief Services, Caritas, ACT Alliance, EES and Warrap State Ministries of Education

NCA added value contributions

- Support churches education programs through purchase of school materials.
- **Facilitate** capacity development of church partners and county administrations to increase sustainable access to education through empowerment of Parent Teachers Associations (PTAs)
- **Facilitate** churches and county administrations capacity for promotion of increased sustainable access for girls education
- **Accompany** state capacity as duty bearer for improved quality of education through **funding** support to teachers training
- **Challenge** church partners to engage in advocacy on education policy through participation in county, state and national level coordination and policy forums
- Evaluate NCA engagement in education and prepare for a exit-strategy from the education sector within a three year period

Routines for monitoring and evaluation

As per guidelines in NCA "Routines and Guidelines" section....

Assessments securing alignment to national and Norwegian policies

- Aligned towards national (GOSS) policy through adherence to
 - (i) Government of Southern Sudan; Education Act (2008)
 - (ii) Government of South Sudan; Training Guidelines for Parent Teachers Associations and School management Committees (2009)
 - (iii) Strategic Plans for Eastern Equatoria State, Magwe and Lafon Counties
- Aligned towards Norwegian policy through;
 - (i) Report No.40 to Norwegian National Parliament (2008-2009); Norway's Humanitarian Policy" , page 33 on Education policy
 - (ii) Stortingsprop.1 2009-2010 (Norwegian National Budget for Ministry of Foreign Affairs) ; specific reference to chapter 7;program category 3;10

Financial resources needed

- NOK 4 million annually for two years followed by necessary phasing out funding

Program name: Education

	<u>INDICATORS</u>	<u>SOURCES OF VERIFICATION</u>	<u>RISKS</u>
<u>NCA Global Goal</u> Not applicable	<u>NCA Global Selected Output Indicator</u> Not applicable		
<u>OUTCOME 1</u>	Number of PTAs established and operational in each school	Statistics from schools, church partners and county education authorities.	PTAs unwilling to execute their responsibilities
Local community ownership to education resulting in sustained access for girls and boys to schools	Increase in learning spaces Number of girls and boys enrolled in schools Reduced dropout from schools	Monitoring visits and reports. Baseline data	. Lack of trained teachers and a conducive school environment are available. Parents unwilling to send children, and particularly the girls to schools. Churches and local government have capacity to manage education programmes
OUTPUT 1 50% increase in active Parent and Teacher Associations (PTA)	Number of functioning PTAs	Records, monitoring visits, reports from county education department Baseline data	Lack of commitment from parents and teachers to participate in PTAs.
OUTPUT 2 40% reduced drop out of girls at primary school level	Number of girls in each class	School statistics, Baseline data	Parents force girls to dropout for socioeconomic reasons
OUTPUT 3 60% increase of active “girls clubs” established in schools	Number of girls clubs in schools	School statistics, monitoring visits, baseline data	Resistance from communities and parents. Commitment for follow up

			from teachers
OUTCOME 2			
Quality teaching, school administration and coordination of educational services		Annual reports and statistics from schools, church partners and education authorities. Monitoring reports	Church owned schools are not recognized as part of governments education system. Churches have no qualified staff to carry out school management. Factors that facilitate repeating have been tackled, and teachers that graduate from ATTI and other refresher courses are able to be retained in teaching professions, change in government policy
OUTPUT 1 480 teachers graduated from Arapi Regional Teachers Training Institute	Number of teachers graduated	Statistics, monitoring reports	Ministry of Education not willing to take on ownership and management of ATTI.
OUTPUT 2 1600 teachers receive short term refresher courses and Fast Track through government run trainings	Number of teaches trained	Statistics, monitoring reports	Ministry of Education commitment and implementation capacity minimal.
OUTPUT 3 Direct implementation	Project agreements with partners in place	Project document, reports and	Partners not willing to take responsibility

responsibility by NCA fully phased over to partners		monitoring visits	
OUTPUT 4 State and County level education coordination meetings are regularly held and churches participate in these meetings	Frequencies of meetings Churches participation in meetings	Reports, Minutes from meetings, statistics	State and County level government commitment to role lacking

Links between partners and programme objectives per programme

Partners	Core partner, programme support, resource organization, strategic alliances	Type of organisation (church-based, faith-based, value-based, others)	Geographic concentration
Catholic Diocese of Torit	Core Partner	Church based	Eastern Equatoria
African Inland Church	Core Partner	Church based	Lafon County
Episcopal Church of Sudan	Core Partner	Church based	Magwi County
UNICEF and WFP	Resource partner	UN resource agency	Eastern Equatoria and Warrap
CRS/Caritas/ACT Alliance	Strategic Alliances	Church based	Eastern Equatoria
Christian Aid	Partner	INGO	Warrap State
Gogrial West, Lafon and Magwi County authorities	Strategic alliance at local government level	Local government	Gogrial West, Lafon and Magwi counties respectively
EES and Warrap State Ministries of Education, Science and Technology	Strategic alliance at State government level	State government	Eastern Equatoria and Warrap States

5.6. Emergency Preparedness

Emergency preparedness planning will be undertaken for South Sudan outlining how an emergency response is envisaged at a local, regional and global level within the context of NCA and ACT Alliance. The plans will be developed in coordination with the NCA Head office. The plans will include assessments of the need for interventions in relation to WASH and psychosocial support and use the gender analysis in the country program to include clear strategies to address issues such as gender based violence. Gender will be mainstreamed in the plan and will be in line with the strategies from the program document.

6. NCA'S INTERVENTIONS TO STRENGTHEN CIVIL SOCIETY FROM A RIGHTS BASED APPROACH

Main priorities

The centrepiece of NCA strategy to strengthen civil society in South Sudan rests with the analysis of key deficits of participation as being a result of a prolonged conflict where the predominant mindset of the population to being recipients of aid must be transformed to active citizenship and mobilization for accountable governance.

During the period from 2011-2015, NCA will focus on three main strategic interventions for strengthening civil society in South Sudan;

A. Develop core church and CBO partners as effective civil society organizations

Main strategies;

- Capacity assessment and development of Capacity Development Plans for churches and CBOs.
- Support to capacity development of churches and CBOs
The contents of these two main strategies will be along the lines of NCA Global priorities for support to fulfilment of civil society organizations potential and role in society;
- Organizing and mobilizing local communities on issue based engagement
- Delivery of quality services through quality programming competencies
- Development of platforms for coordination and alignment with county and state sector coordination mechanisms and influencing policy formation at national level
- More strategic linking of prioritized core partners to relevant resource organizations and strategic alliances.
- Keep local government accountable by creating a demand pull from citizens towards duty bearers.
- Limiting the number of core partners, in order to improve our own capacity for support and follow up.
- Regular partner assessments and consultations will be the main tool for monitoring progress in relation agreed plans

Expected Outcome

- (i)** By 2015 NCA's main church partners have developed project cycle management skills compliant with NCA requirements and based on community participation. Number of women in key positions has increased
- (ii)** By 2015 Women, youth and men of NCAs main church partners, Inter church Committees and supported CBOs are credible actors within government coordination mechanisms and active participants in respective policy formation fora and public debate

B. Capacity development of Local Government with emphasis on community participation and strengthening linkage to local communities.

Main Strategies

- Support to capacity needs assessment and capacity development of local government at County and village level

The content of this strategy is founded on providing support to enable the implementation of the provisions of the 2009 Local Government Act in collaboration with national relevant Government of South Sudan line ministries, UN mechanisms and likeminded international NGOs. Strengthened interaction between communities and local government is central to strengthening civil society participation in decision making processes in South Sudan

Expected Outcome

- (i) By 2015 Lafon and Magwi County planning units able to develop coherent and realistic plans and budgets based on verifiable indicators through involvement respective sector task forces which includes the civil society organizations

C. Support the formation of farmers cooperatives and womens savings and loans groups with the intent of economic empowerment and increased participation in the public sphere

There is a considerable potential from a “theory of change” perspective linking organization of women and farmers to enhance margins from production to economic empowerment and issue based engagement in local communities.

Main strategies

- Establishment and capacity building of Womens Savings and Loans Groups
- Establishment and capacity development of farmers cooperatives
- Identification of resource partners to accompany partners in savings and loans as well as cooperatives

The main thrust of the support to establishment of so called “Womens savings and loans” schemes under the auspices of the churches and the two supported CBOs is to seek to duplicate positive experience and results achieved in the NCA Tanzania programme. The potential for linkage of positive regional experience within NCA supported programs is considered significant.

The cooperative movement in Eastern Equatoria was very strong in the pre-war period. At its peak approximately 139 farmers cooperatives were in activity forming a strong base for organization of communities. There is a strong motivation for restoring the cooperative groups within a new framework and with contextual linkages to experiences gained from other cooperative movements in neighbouring countries.

Expected Outcome

- (i) By 2015 men and women in Magwi and Lafon Counties have been mobilized, organized and trained to become self sustained cooperatives and local savings and loans groups
- (ii) By 2015 rights holders organized in groups at grassroots level are empowered to understand their rights to public service delivery and to expect improved service delivery as a peace dividend.

D. Support religious leaders as duty bearers in mobilizing for advocacy for accountable governance of national resources (oil/gas and budget/aid).

The formation of new governance structures in a post CPA nation building process will demand high levels of civil society engagement on central issues of anti-corruption and governance accountability specifically on oil income as well as monitoring of other income such as international budget support in the national budget.

At the onset of the post CPA period there is significant political space for churches and civil society engagement in monitoring of public income and expenditure in South Sudan. This space should be utilized to develop constructive engagement between civil society, market and state actors in securing transparency and equity as key elements in nation building processes.

Expected Outcome

- (i) Religious leaders mobilized to use prophetic voice and call for justice and peace in extraction and governance of natural and national resources.

- (ii) Religious leaders have been trained on Local Government Act (LGA), accountable governance of national resources, and have organized themselves effectively to engage duty bearers at national and district level (religious leaders platforms).

Support to creating horizontal and vertical relations among partners

(i) Horizontal linkages

NCA priorities for supporting horizontal linkages among civil society actors in South Sudan will be focussed on

- Strengthening Inter-church Committees (including CBOs) on issue based engagement
- Strengthen Sudan Council of Churches at national (GOSS) level on issue based engagement
- Supporting the creation of common platforms for capacity development of partner organizations through strategic alliances within ACTAlliance as well as with Caritas/CRS networks

(ii) Vertical linkages

NCA priorities for strengthening vertical linkages will be focussed on;

- Strengthen core partners involvement in ACTAlliance
- Strengthen connectivity between Inter-church Committees in Eastern Equatoria to Sudan Council of Churches (SCC)
- Strengthen connectivity between SCC and the regional and continental ecumenical entities of FECCLAHA and AACCC as well as to the global Sudan Ecumenical Forum (SEF)

D. Support Mutual capacity development

The main priorities for capacity development with partners during the period of 2011-2015 will be;

- Facilitate organizational self assessment processes with the 3 main church partners and 2 main CBO partners
- Facilitate and support capacity development plans emerging from the self assessment processes, focussing on internal systems of management and governance, including the role of women in the organizations.
- Strengthen churches and CBOs in capacity to engage at County and State level sector policy processes
- Strengthen Sudan Council of Churches to participate in national (GOSS level) policy processes

6.2. NCA COMMITMENTS AND PRIORITIES TO ACT ALLIANCE

The ACT Alliance is being formed in Sudan using the new ACT Alliance guidelines. NCA South Sudan will continue to play a lead role in strengthening the activities and operations of the ACT alliance in South Sudan through its strong support and facilitation of the ACT Juba Forum.

Of immediate concern in 2010 is the development of contingency plans in the form of a consolidated Emergency Preparedness and Response Plan upfront of the referendum. Feeding into this capacity assessments of implementing stakeholders using the ACT and OCHA guideline will be carried through. Major emphasis will be placed on including more national members into the ACT Alliance. A communication strategy will be developed to ensure participation of all alliance members. There is a need for increased coordination both internally and with the CARITAS/CIDSE networks the UN system as well as with the responsible governmental entities. The ACT Alliance affirms the role of Sudan Ecumenical Forum which links the national churches and the international ecumenical network as the platform for advocacy on Sudan from the ecumenical networks. NCA South Sudan will

contribute to the recruitment of an own ACT Alliance coordinator to secure capacity for the realization of the objectives of the alliance in South Sudan.

6.3 NCA CONTRIBUTIONS, COMMITMENTS AND CAPACITY

It is the long-term commitment of the NCA South Sudan programme that its partners are enabled to transition into entities that can stand on their own. Ideally this would imply that the partners can set their own agenda, self-resource their operations and further secure their long term sustainability. To this end, NCA seeks to undertake specific measures in the short to medium term that will contribute towards the realization of this long-term goal.

NCA Contributions

In South Sudan, NCA's contributions will focus on;

- Facilitating the empowerment of right-holders through enabling their mobilization and organization into viable right-holder organizations and related advocacy platforms. The formation of the coffee farmers association and support provided to BEACON to enable the farmers' advocacy and lobbying action is a good example of this. Thus, application of the same in other program areas will be the goal of the Kenya programme in new Country plan.
- Accompanying the faith-based partners in their advocacy engagement especially on matters related to social justice, economic justice and accountable governance
- Provide funding – albeit limited, that is focused on initiating proposed interventions and growing them to a status where NCA can enable the partner to access support from other funding sources.
- Performing the catalytic role of challenging its partners – especially its faith-based partners, to live up to their obligations as moral duty bearers and most importantly remain an objective and prophetic voice. NCA's engagement of the church leadership in the period preceding the 2010 Referendum is a vivid example of such a catalytic role. Indeed, in the period when the Church's stated position against the inclusion of the muslim *Kadhi courts* in the constitution was the prevailing view, discreet efforts were made to enable the leadership interrogate more objectively this position. This is a role that the Programme will seek to perform in the new plan period - albeit do so delicately.

NCA as an operational actor

The NCA programme in South Sudan has a strong heritage of NCA operationality closely linked to working with and through local partners. Emerging from a 20 year war and through a period of 5 years of CPA the capacity of local partners is still not at a level which allows for fully fledged partnerships as experienced in other country programmes .The programme as such deviates from many other country programmes as partners capacity specifically within planning, implementing monitoring and financial accountability still has not reached a stage of desired mutuality. The whole thrust of the 2011-2015 strategic plan emphasizes a shift in direction seeking to achieve the overarching partnership objectives of the NCA Global Strategic Plan through NCA operational accompaniment during the period.

NCA Commitments:

The process to secure NCA's Head office certification under the HAP accountability Framework began in 2010. The process to secure certification at both programme and partner level will be formulated in 2011 with the guidance of the HAP focal persons with NCA and duly implemented within the 2012 -2014 period with evaluation of the same done in 2015.

As a part of the formal certification process, the South Sudan programme makes the following commitments and proposals in respective HAP areas;

- **Quality Management:** Streamline the internal structures, processes and procedures to ensure timely and effective decision-making and managerial follow-up

- **Information provision:** Institute a quarterly planning, monitoring and reporting mechanism for all operational and partner PIDs
- **Participation:** Institute community mobilisation and consultation in all programmatic interventions in all cluster areas. The adaptation of the Community Conversation methodology to meet this need is part of the Programme's strategy.
- **Staff Competence:** Through the internal capacity assessment / competency mapping, it is intended that effective deployment of existing capacities will be realised and further, competency gaps will be identified and duly addressed.
- **Complaints handling:** Formal arrangements to facilitate submission of complaints by partners and/or beneficiaries to respective persons will be instituted during the plan period.
- **Continuous improvement:** In line with the Programme's commitment to document and learn from its experiences, it is proposed that there will be an Annual Review and Learning Event that will be scheduled for every 4th Quarter during the 2011 – 2015. Lessons drawn from this annual process will be factored into the planning of the next year. Participation of NCA partners, resources organisations, strategic alliance representatives and actual rights-holders targeted in the programming will be cardinal.

Organisational capacity and competence in NCA

NCA has a long experience working in South Sudan (since 1972). Staff turnover has been low with several staff having served over 30 years. The key characteristics of NCA's capacity may be summarized by following key words; country and local knowledge, well established relationship to and of partners, close relationship to FBO's at different levels, well established relationship to and good cooperation with the government. The changing dynamics of the shift in programmatic profile from service delivery to capacity development necessitates a well planned staff development program to cater for the qualitative programmatic needs of the 2011-2015 South Sudan country plan.

Senior management staff will continue to take part in the leadership and management training being coordinated from the NCA Head Office on a global level.

The country office has developed and adapted according to the Global Routines and Guideline a partner and project monitoring system. This will be strengthened in the coming period. As of 2011 the NCA South Sudan office will be introduced to the global IT system of Maconomy. All staff needs to be trained in order to adapt to this new working system. The HO will be responsible for this to happen.

7. COUNTRY PROGRAMME MONITORING, REPORTING AND EVALUATION PLAN

NCA South Sudan has a monitoring, reporting and evaluation plan based on the NCA Global Strategic Plan together with the Country Strategic Plan as guiding framework. Systematic collection and analysis of data using specified indicators allows the timely production of information required for decision making regarding program monitoring and evaluation. The plan seeks balance between simplicity and utility and the need for periodic objective review of external evaluators.

The NCA management plays an overarching role in shaping and approving the broader programmatic framework of the strategic plan. Monitoring and evaluation as a management tool will focus on systematic determination of relevance; performance and success of the program objective to ensure that NCA assisted projects produce sustainable results benefiting the stakeholders. The Country Office, together with participation of partners and beneficiaries monitor and evaluate the implementation of the projects and programs on the basis of the defined indicators.

Regular consultations, monitoring and review meetings with stakeholders on findings from project and programme monitoring and field visits will be organized by NCA in which representative cross section of stakeholders participate. This approach is particularly relevant to support effective decision making, accountability, learning and capacity development among NCA partners.

Monitoring	Number and frequency	Deadlines	Reference to Routines & Guidelines	Participation
Partner assessment	Once every two years	2013 and 2015 January		NCA and partner
Project assessment	Once every two and half years	2013 and 2015 June		Involved stakeholders
Project monitoring visits	Every quarterly	Beginning of the next quarter		NCA and partner responsible staffs
Program monitoring visits	Once every six months	June and December		NCA and Partners
Reporting	Number and frequency	Deadlines	Reference to Routines & Guidelines	Participation
Partner meetings	Once every year	November		NCA and partner management, program coordinators and project staff
Project/partner reports <ul style="list-style-type: none"> - Narrative - Selected output record - Financial 	Quarterly	First week of June, October and end of December.		Partners
Country reports <ul style="list-style-type: none"> - Narrative - Documenting practice case - Selected output record - Financial 	Quarterly and annually	June 20, October 10 and January 10		NCA Country Office
Evaluation	Number and frequency	Deadlines	Reference to Routines & Guidelines	Participation
Partner/project evaluation	Mid-term at middle of project phase final at end of the project phase	July 2012 and December 2013, and July 2015		NCA and Partners
Programme evaluation	Once	2014/2015		NCA HO & CO and Partners
Country evaluation	Once	2013		NCA HO & CO,

				Partners
External evaluation?				

8. RISK ANALYSIS AND MANAGEMENT

The political and humanitarian situation in South Sudan remains complex and dynamic. Overall, the region continues to move towards peace and recovery, but formidable challenges persist. The outcome of the referendum in early 2011 and its consequences will to a large degree determine the level working environment for NCA and core partners.

Some of the main risks connected to a successful implementation of NCAs programme:

- The programme is implemented in an area where there are complex conflicts on various levels. A conflict sensitive approach is necessitated aiming at reducing the risks for escalation of conflicts as result of the programme. Transparent selection criteria as well as secured ownership from Partners, local communities and local authorities should contribute to reduce risks for conflict escalation.
- The security and political situation in the programme area is unstable, and should the level of violence increase it may delay or hamper the implementation of the programme. The climate surrounding the referendum and post referendum period may affect the capacity of the state and county level governance to carry out core functions and the capacity of NCA and core partners to operate.
- The programme area is remote and inaccessible for longer periods during the year due to rainy season and poor roads. This implies that the many of the programme activities have to be implemented during the dry seasons. Delays in project approvals, tenders, procurements etc may have impact on the time needed to implement the activities.
- Natural disasters, food shortage due to failed crop seasons and outbreaks of various diseases caused by poor access to basic health services and clean portable water may divert focus from recovery and development activities towards humanitarian interventions.
- Replacement or change of key persons among the cooperating partners, local governments and NCA may affect the progress of the capacity development initiative.
- NCA has communicated to State and local authorities in Warrap State its phase out plan, and the outcome of these messages was positively received. However, a decision has been made that NCA will continue its current presence in Warrap State until a decision is made on a suitable time to phase out.
- Corruption is widespread and a lot of the payments are paid in cash due to lack of proper banking systems in the area. NCA's routines and regulations will be applied for procurement as well as financial management, in order to reduce the risk for corruption. Experiences do also show that when the community and their institutions take the ownership, the risks for corruption and unequal distribution of benefits are less.
- The banking system in Sudan has proven to be unsecure. Although we are aiming at minimizing the risk to the extent possible, it is still a risk. The consequence of this may be increased cash payments, which again represents a higher risk compared to payments with check and bank transfers.
- If the value of Sudanese Pound (SDG) versus NOK is getting weaker than the current exchange rate used in the budget (2,6) it will affect the programme activities

9. SUSTAINABILITY AND PROGRAMME DEVELOPMENT

Assessment of sustainability and exit strategies

Sustainability analysis means to assess whether the programme improves the conditions of the target group, also after the programme has been finalised. Such an analysis is carried out before project implementation. Sustainability can refer to financial sustainability – that income will be secured from other international sources or that partners will be able to raise funds locally, or sustainability can refer to institutionalisation of the objectives of the programme.

10. APPENDICES

10.1. APPENDIX 1

Partner information forms

Name of partner	Catholic Diocese of Torit
Year of Foundation	1983
Mission	CDOT is a prophetic and missionary church ministering to the whole person spiritually and materially. CDOT proclaims the Good News, promotes Christian growth through discipleship, vocation and colourful liturgy. CDOT helps people to become self reliant in social development as a sign of God's presence among us
Constituency	Eastern Equatoria
Geographic Focus	Eastern Equatoria
Programme	Health, Education, Water/Sanitation/Hygiene, Food Security, Community Empowerment, Communication, Justice and Peace, Kuron Peace Village
Strategies	Parish hub of all activities to secure holistic development,
Role in Civil Society	Service delivery, advocacy,
Particular Achievements	During the war the major actor supporting more than 300.000 IDPs. CDOT contributed immensely in keeping the confidence and trust of people during the time of war. At present 50-60% of all health and education in EES,
Relationship with NCA	Core partner
Start of Cooperation	Since 1973 with Catholic Church being formalized into CDOT in 1983.
NCA's rationale for relationship	Key core partner in EES together with AIC and ECS
Planned increase; decrease; phase-out	Partnership to remain as is for the foreseeable future
Strategic Potential for Future	Peace and advocacy increase
Cooperation	

Partners, other than NCA	Misereor, Caritas France, CRS, Caritas Swiss/Luxembourg, CAFOD, Cordaid, Trocaire, Pax Christi, AVSI, UNICEF, FAO
---------------------------------	--

Name of partner	Africa Inland Church
Year of Foundation	1949
Mission	to bring transformation through the preaching of the gospel, discipleship and teaching for the glory of God while showing care for total wellbeing of humankind
Constituency	Sudan
Geographic Focus	Eastern Equatoria
Programme	Health, Education, Agriculture, WATSAN, Food Distribution, Peace Building,
Strategies	Working with and through communities from grassroots level
Role in Civil Society	Service delivery, advocacy,
Particular Achievements	AIC has been the only actor in provision of health services in Lopit area running the only PHCC in the area.
Relationship with NCA	Core Partner. Partnership Agreement signed.
Start of Cooperation	more than 15 years
NCA's rationale for relationship	Core partner in Eastern Equatoria specifically Lopa/Lafon county
Planned increase; decrease; phase-out	Increase in the area of capacity building
Strategic Potential for Future	Peace building amongst Pari , Tenet and Lopit
Cooperation	communities, strengthening civil society
Partners, other than NCA	ICCO, Partners International, Hilvar & Bruider, State Government, Local Authorities, Local Communities

Name of partner	Episcopal Church of Sudan – Torit Diocese
------------------------	--

	(DARD)
Year of Foundation	1906
Mission	To work with the people to spread the gospel, serve and transform their quality of life
Constituency	Eastern Equatoria
Geographic Focus	Magwi County
Programme	Basic Education; WATSAN; Food Security; Basic Health Care; Justice, peace and reconciliation
Strategies	Community mobilization through evangelism
Role in Civil Society	Strengthening civil society, community mobilization
Particular Achievements	New NCA partner
Relationship with NCA	Long term relation; new programmatic partnership from 2011
Start of Cooperation	2010
NCA's rationale for relationship	Envisaged to be NCAs core partner in Magwi county
Planned increase; decrease; phase-out	Increase
Strategic Potential for Future	Civil society
Cooperation	
Partners, other than NCA	ICCO, State Government, Local Authorities, Local Communities

Name of partner	St.Monica Womens Association
Year of Foundation	1996
Mission	To mobilize women for self empowerment and action
Constituency	Women in Pajok Payam and further to Magwi County
Geographic Focus	Pajok Payam and Magwi County
Programme	Tailoring, HIV and AIDS, Catering, Adult Literacy
Strategies	Community mobilization, work with and through Inter Church Committees (ICCs)
Role in Civil Society	Community mobilization, awareness creation amongst civil society
Particular Achievements	Establishing the centre with the tailoring education, Comfort Kits sanitary packs for 400 girls, 1300 school uniforms made from tailoring groups, 40 HIV Positive women actively engaged in local community and self reliance, women mobilization in elections
Relationship with NCA	Women CBO partner
Start of Cooperation	July, 2007
NCA's rationale for relationship	Mobilization of women for active citizenship, Women in Governance
Planned increase; decrease; phase-out	Increase
Strategic Potential for Future	Linkage of CBO to ICCs, payam administration and other stakeholders in Pajok Payam
Cooperation	
Partners, other than NCA	DED

Name of partner	Lopit Women and Youth Development Association LOWYDA
Year of Foundation	2003
Mission	Not yet formulated
Constituency	Lafon County
Geographic Focus	Lafon County
Programme	EES; Girl Child Campaign,, Gender Based Violence (major) HIV/AIDS Lafon; Income generation, WASH
Strategies	Community mobilization
Role in Civil Society	Community mobilization, awareness creation among women
Particular Achievements	Sanitation programme; Girl Child Campaign of comfort kits for girls; Gender Based Violence in 4 Counties of EES, Do no Harm and peace reconciliation between Pari and Lopit Women
Relationship with NCA	CBO Partner
Start of Cooperation	2008
NCA's rationale for relationship	Mobilization of women for active citizenship, Gender Based Violence, Women in Governance
Planned increase; decrease; phase-out	Increase
Strategic Potential for Future Cooperation	Linkage of CBO to County level capacity development
Partners, other than NCA	PACT, UNIFEM, UNICEF (HIV/Aids),