Mapping and Capacity Assessment of Civil Society Organizations (CSOS) in Darfur

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Mapping and Capacity Assessment of Civil Society Organizations (CSOS) in Darfur

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EXECUTIVE SUMMARY

This study is commissioned under the UNDP Project "Enhancing Livelihood Opportunities and Building Social Capital for New Livelihood Strategies in Darfur". The project seeks to support *"foundational activities" for the rebuilding of livelihoods of Darfurian communities*. The objectives of the study are to map the profiles and experiences of CSOs involved in livelihood issues in Darfur region, to assess the capacities of these structures and to recommend areas of interventions for capacity development of CSOs in Darfur.

The study was based on a highly participatory, consultative and cross learning approach using individual and group interviews, consultation workshops, and questionnaires; this is besides a rigorous desk review of available secondary data. The initial consultative workshop held with Darfur CSOs based in Khartoum and participation in the training workshops for CSOs in Nyala, organized by OCHA, proved very valuable for informing the study and sharpening of understanding about CSOs in Darfur.

Darfur CSOs have long history. The drought and famine disaster of the mid 1980s that hit Darfur harder than any other place in Sudan constitutes a land mark in the emergence and growth of CSOs. The recovery processes since early 1990 undertaken by UN agencies, especially UNDP, and INGOs, and informed by the newly emerging concept of sustainable development centred on the philosophy of participation led to the emergence of considerable number of CSOs. Darfur conflict since 2003 has resulted in dramatic expansion in the size and scope of Darfur CSOs with 65% of the organizations emerged directly as a result of the conflict. At present there are 241 registered CSOs distributed unevenly between North Darfur (104) South Darfur (80) and West Darfur (57); this in addition to 232 Darfur related CSOs based in Khartoum.

CSOs in Darfur are highly centralized in the urban areas, especially the four major towns of Fashir, Nyala, Geneina and Zalengi. Accordingly, geographical and social out reach have significantly minimized. Rural-based organizations could generally be categorized as CBOs established mostly by UNDP and INGOs during the 1990s and are found mainly in eastern Darfur (Um Keddada) and South Darfur (Idd El Fursan).

Darfur CSOs are highly divided along ethnic/tribal and geographical lines with many of them hold the name of geographical location or tribal group; nearly all tribal groups in the region have their own civic structures. Political polarization is also conspicuous and labeling of the self and the others is quite common reflecting deep gulf of mistrust. This explains the very small number engaged directly with the IDPs in the camps.

Darfur CSOs are engaged in a wide spectrum of activities with particular focus on humanitarian intervention with very limited focusing on livelihoods and peace building issues. This is explained by the main source of funding to CSOs which is the international community whose presence in Darfur is principally humanitarian; this has created CSOs in Darfur as essentially donor-driven structures. Political activism, advocacy and resource mobilization, however, remain the focus of Khartoum-based Darfur CSOs.

The majority of Darfur CSOs could be described as small size organizations where 67.2% have a permanent staff size of 1-7 persons; out of this 38.8% have staff size of 1-3 persons. Medium size organizations with permanent staff of 8-15 persons

account for 25.4% while those of 15 or more represent 7.5%. The majority of the organizations (51%) with volunteers account for almost 31% of the total staff.

Peculiar feature of Darfur CSOs is the presence of large number of females in the leadership of the organizations. Field data revealed that 57% of the organizations are led by females compared to 43% led by males. The gender composition of CSOs staff shows that females account for 39% of the staff members reflecting a comparatively narrower gender gap considering the overall gender composition of labour force in government institutions and the private sector in Sudan.

Although some aspects of capacity have been acquired over years, Darfur CSOs suffer acute capacity deficiencies. The limited available management and administrative skills have been acquired principally through trail and error practices. Organizational, advocacy and social mobilization skills are also minimal. Technical capacities in terms of relevant sectoral expertise, capability to adapt to change, and conduction of need assessments and preparation of technically sound reports is described as poor if non existent. Accountability systems measured in terms of financial systems and management, personnel policy, monitoring and evaluation systems, participatory decision making, resource mobilization strategies, reporting system, strategic planning, and regular meetings tend to be very weak. Only 29% of the CSOs surveyed tend to apply the ten accountability indicators measured; only 25.4% of the organizations have identified management structure with management tends to be an ad hoc process. Understanding of partnership is also distorted as it is always conceptualized and viewed from funding perspective.

Darfur CSOs are faced by numerous challenges and constraints that impede their performance and effectiveness. These challenges are of internal and external nature. Internal challenges relate directly to capacities of these organizations including managerial, organizational and governance, financial, representation and accountability systems. Weak capacities and low levels of accountability and credibility compounded by insufficient promotion of their good work significantly restricted the opportunities for effective partnerships and sustainable access to resources.

External constraints are manifested in the inappropriate institutional environment, restricted geographical out reach, the highly politicized context of Darfur and the apparent lack of trust between the major actors including government, international community and CSOs. Lack of clarity and coherence of the institutional set ups, confused Federal and state responsibilities over registration of NGOs, lengthy screening processes and restricted rights of IDPs to organize and to establish their own civil society groups are typical constraints. HAC in the three States demonstrates common capacity weaknesses. Problems of data and information management, insufficient understanding of humanitarian principles, weak follow up and monitoring and the inefficient management of the voluntary sector are recognizable manifestations. HAC is also widely perceived as security body rather than being a humanitarian neutral and impartial institution. The relevance of HAC current mandate and capacities are also questionable, especially when peace comes. The anticipated possible social and political changes that will follow any peaceful settlement and the emerging new realities of recovery make the revision of HAC mandate and capacities top priority

The highly politicized context of Darfur and the apparent tendencies of labeling, categorization and political manipulation have resulted in deep gulf of mistrust between the three major actors in the region, among CSOs themselves and also

between IDPs and CSOs. This has created a vicious circle of limiting factors that needs to be genuinely and effectively addressed to lead the transition to recovery and peace building when peace comes.

In spite of the generally poor capacities there are some organizations that demonstrate relatively good strengths and reasonable competencies. Important among these strengths are the knowledge of the context, coverage of many geographical locations, wide range of constituencies and the demonstrated potentials for improvement. Some organizations have also demonstrated remarkable resilience over time although have been cut out from direct support.

Applying prequalification indicators of governance, accountability, geographical and social outreach, recognition by constituencies and inclusivity the assessment and on the basis of broad categorization managed to prequalify 67 CSOs representing 27.8% of Darfur-based CSOs and distributed unevenly between North Darfur (32), South Darfur (21) and West Darfur (16). This in addition to 28 CSOs based in Khartoum.

Capacities and competencies of CSOs at present, however, remain inappropriate to undertake and deliver effective and meaningful livelihoods interventions and community driven recovery processes. A recommended approach to overcome that and to enhance engagement with CSOs is to solicit and cluster number of organizations in a way relevant to UNDP mandate and the enhancement of its out reach while serving the overall objectives of the CPAP programme. This should be steered on the basis of encouraging the culture of working together, each with its strategic niche and competencies, while bringing support organizations to work with them. Such an approach will more likely make a difference as it will help fostering partnerships between the various CSOs and also with other actors; sharing of knowledge and cross learning processes; establishing a unified system of capacity building and development; widening the currently limited geographical and social out reaches of CSOs and international assistance; enhancing effectiveness and consolidation of impacts; promoting communication and trust building while systematically minimizing existing tension and polarization through working on connecting factors and shared interests that are prerequisites for institutionalization of capacity development, constitution of trust building and promotion of social peace.

The study recommends a tow level capacity development framework: enabling environment level and organizational level. Enabling environment level requires fostering of effective partnership and engagement with related government institutions, especially Ministry of Finance and Economic Planning, Planning Units in different Ministries and HAC in order to work on legislations and by-laws, policy frameworks, operationalization of policies and control systems, engagement forums for the enhancement of mutual understanding, trust building and exchange of information and capacity development of partner institutions. The organizational level addresses the technical and functional capacities of CSOs in terms of organizational and management capacities, technical training for professional cadre including dialogue and facilitation skills and expanding of out reach and influence through social mobilization, civic education, social protection, networking and advocacy and peace building

To serve the above UNDP is recommended to urgently and effectively engage with CSOs and also to organize and coordinate the capacity building efforts of other international actors to enhance smooth transition from humanitarian to recovery and long term development in Darfur when peace comes. Accordingly, UNDP will lead

thematic areas within its focus as identified in the CPAP 2009-2012 document. Constituting of the Livelihoods Programme within a broad Darfur regional framework will involve investment and support for the creation of an enabling environment, conflict resolution and peace building, human resources development, good governance of CSOs, and engendering the recovery interventions.

There are also thousands of Darfur intellectuals in the Diaspora and who are linked to the cause of Darfur in many ways; they are involved in local and international initiatives over Darfur as well besides being linked to many civil society groups in Darfur. Such individuals could contribute positively and constructively to recovery and development in Darfur when peace comes and, therefore could be mapped and approached through UNDP TOKTEN Project.

The mapping and characterizing of CSOs groups of the rebel movements could also be tried and their capacity development needs identified for the purposes of constructive future engagements and integration in the broad spectrum of Darfur CSOs when peace comes.

Research Institutions and Universities, especially Peace Centres in the three Darfur States remain active actors especially in the fields of training and capacity development in relation to conflict analysis and peace building besides availing platforms for public discussion and dialogue. These Centres also had established links to UNDP through the Rule of Law project. Because of their apparent limited capacities these centres need to be capacitated and empowered to play more active and constructive role as potential partners to UNDP Livelihoods, Peace Building and Rule of Law and Governance Projects.

Finally it should be emphasized that in spite of the tragedies associated with the conflict in Darfur the conflict has also initiated a remarkable process of social organization that constitutes an important asset for promoting social change in Darfur if genuinely utilized. In this respect effective engagement with capacitated CSOs is an important entry point for the realization of a better future for the people of Darfur. In this respect it is worth mentioning that there are many Darfur individual activists (men and women) who are not really organized under specific civil society structures. They are concerned individuals who are engaged at national, regional and international initiatives over Darfur and who are useful for big strategic issues such as networking, lobbying and advocacy. Such individuals could be smartly mapped, approached and addressed through issue-based networking.

SECTION ONE: INTRODUCTION

1.1   PRELUDE

There has been a dramatic expansion in the size, scope, and capacity of civil society around the globe over the past decade aided by the marked shift in development paradigm, process of globalization, the expansion of democratic governance and telecommunications, and increased occurrence of disasters. Civil Society

Organizations CSOs have also become important actors for poverty reduction, delivery of social services, implementation of emergency relief and other humanitarian interventions, factoring the views of the poor into policy decisions, improving public transparency and accountability of development and recovery activities while contributing to the enabling environment for good governance. CSOs have also attracted greater public scrutiny as their size, importance and influence grow. Donors, governments and citizens are increasingly demanding that CSOs demonstrate they are well-managed, cost-effective, transparent, publicly accountable, and actively engaged in local development and capacity building.

This study is commissioned under the UNDP Project "Enhancing Livelihood Opportunities and Building Social Capital for New Livelihood Strategies in Darfur". The project seeks to support *"foundational activities" for the rebuilding of livelihoods of Darfurian communities*. It consists of five focus areas; (1) vocational training for employment; (2) capacity building of NGOs and CBOs; (3) future oriented skills training for youths; (4) establishment of a web based livelihood and natural resource management platform; and (5) restoration of economic organization through value chain analysis. The study provides mapping and assessment of Darfur civil organizations. The objectives of the study, as specified in the TOR are: (i) To map the profiles and experiences of NGOs and CBOs involved in livelihood issues in Darfur region; (ii) To assess the capacity of CSOs using the UNDP capacity assessment tool and other additional tools identified by the consultants; and (iii) To recommend areas of interventions for capacity development of CSOs in Darfur.

1.2 STUDY RATIONALE

o The study is directly linked to UNDP Country Programme Action Plan CPAP 2009-2012 which focuses on three thematic areas, namely: (i) Poverty reduction HIV/AIDS and enhancement of MDGs; (ii) Fostering and consolidation of democratic governance; and (iii) Crisis prevention, conflict management and recovery. UNDP focus cannot be achieved without robust and vibrant CSOs.

o UNDP focus on sustainable human development that places people at the centre of the development process can not be achieved without the robust engagement of civil society and its organizations. Given the collective power of CSOs in building social, economic and political agenda – both locally and globally – it is clearly evident that strengthening partnerships with CSOs is crucial if UNDP is to be a relevant and effective development player.

o UNDP country office field-assessments and consultations in Darfur since 2006 revealed the existence of opportunities to enhance livelihoods and natural resource management in the region. Building capacity of both civil society and key institutions to lay the foundation for future economic recovery and peace building are prerequisites for constructive engagement.

o Given the immense challenges facing Darfur, it is imperative that when the conflict is resolved the three states in Darfur should be incorporated into longer term recovery and development plans. This requires articulated capacity development and fostering of strategic partnership with CSOs. This falls at the heart of the UNDP mandate.

o The apparent disconnect between humanitarianism and recovery. The current focus in Darfur is on humanitarian issues with apparent disconnect between humanitarianism and recovery issues. UNDP mandate of guiding smooth transition from humanitarian to recovery requires investment in service delivery mechanisms and strengthening of partnerships with CSOs..

o Darfur crisis has been associated with proliferation of CSOs that have become important actors in the various spheres of interventions in the region. However, in all these spheres Darfur CSOs face numerous challenges to promote meaningful actions towards community owned and driven recovery processes.

o The role of Civil Society Organizations in development has been recognized globally at the level of the UN. In the Report of Secretary General's High level Panel on Delivering as One (dated 9 November 2006), it has been indicated that "Civil society organizations can drive the UN's development agenda forward and that they are indispensable partners in delivering services to the poor, and they can catalyze action within countries, mobilize broad-based movements and hold leaders accountable for their commitments. While governments remain the primary interlocutors for country-level engagement with the United Nations, civil society and private sector inputs into the preparation of the One Country Programme are important to ensure full national ownership and relevance". The Report noted that "constructively engaging with civil society is a necessity for the United Nations, not an option.

o For UNDP to deliver the development assistance as outlined in the CPAP, is expected to significantly enhance participation of civil society in public dialogue, policy making and development work. Meaningful engagement by CSOs in such activities is an essential facet of democratic participation and accountability, development of pro-poor policies, as well as the design and delivery of recovery and development assistance programmes. CSOs are therefore a crucial resource, constituency and partner for UNDP in advancing sustainable human development goals and principles

o The UNDP focus on peace building and promotion of good governance cannot be achieved without robust engagement and partnerships with CSOs. UNDP needs to capitalize on the local and contextual knowledge of CSOs and at the same time, given the security situation, use them to increase its geographical and social out reaches.

1.3   METHODOLOGY:

Athough the concept of CSOs encompasses a wide range of actors (see section 2.1) the study, guided by the TOR, uses the concept naroowly to refer to structures registered as SCOs under HAC Humanitarian Law 2006. Accordingly, groups such as cultural groups, trade unions, faith-based organizations, professional associations, sport associations, self-help groups and the neumerous localized village development committees are beyond the scope of this study. This also applies to international organizations registered elsewhere outside Sudan.

The study was based on a detailed methodological framework significantly informed by UNDP Capacity Assessment Toolkit. The CSOs Assessment Framework (Annex 4) was shared, discussed and agreed upon with UNDP prior to the commencement of the study. Strictly guided by the objectives and deliverables spelled out in the study Terms of Reference (ToR) (Annex 6). The methodological framework was triangulated and complemented by conventional quantitative approaches and qualitative participatory approaches to data collection. These involved:

a. Desk review:

A comprehensive desk review of available secondary information including relevant internal documents and literature availed by UNDP was carried out. The desk review was intended to inform the study methodology and to chart the nature and genesis of Sudanese CSOs, their characteristics and institutional environment. Relevant data on Darfur CSOs although scanty and scattered was also reviewed and consulted. The review was also extended to include general mapping of Khartoum-based Darfur CSOs/NGOs while exploring and identifying the main challenges and constraints to CSOs. Specific documents reviewed were: (i) Darfur Joint Assessment Mission (DJAM) reports (2007); CPAP 2009-2012; UNDP Regional Strategy (2009); BCPR mission reports (2008, 2009); UNDP guiding notes on Capacity Mapping and Assessment of CSOs; UNDP Darfur Livelihood Programme (2009); Introduction to UNDP Capacity Assessment Methodology (2009); the World Bank Guide for Engagement with CSOs (2008) and UNDP Practices Areas and CSOs (2009).

Methods: As stipulated by the methodology framework the participatory approach was employed for the generation of primary data using the following techniques:

  a. Consultative meetings and workshops
  b. Individual interviews
  c. Group interviews
  d. Focused group discussions
  e. Participatory observation

Semi-structured interviews and consultation meetings: Semi-structured interviews and consultation meetings were held with the various stakeholders and partners to CSOs in El Fasher, Nyala, Gineina and Zalingei. The meetings involved: staff of CSOs in the three States' capitals; Government authorities (senior staff of ministries of Social Welfare, HAC officials); international NGOs in Darfur three States (Practical Action, Oxfam America, FAR, CONCERNS, World Vision, Norwegian Church Aid, SAMARTIAL BURSE, War Child and Justice Africa); UNDP staff in the three States; UN Agencies (UNICEF, UN HABITAT, UNEP, WHO, FAO, OCHA); OCHA Forum of NGOs; traditional authorities; Lawyers Union; Culture and Development Group; and CSOs groups in Darfur and Khartoum. In the process, HAC registration lists of CSOs in Darfur three States were collected, screened and validated in collaboration with HAC staff.

Consultation workshops in Darfur: Through facilitation by HAC and South Darfur Organizations Network (SDON), an umbrella network for 50 Darfur CSOs, a one-day consultation workshop was organized in Nyala as part of the mapping and assessment process. The workshop was attended by 78 organizations including old and new ones. Besides the mapping exercise a participatory analysis of CSOs in terms of existing capacities, strengths, constraints and challenges was undertaken.

Questionnaires

To satisfy the demands for both quantitative and qualitative data, three Forms (Annex 5) targeting different stakeholders were constructed and used: Form 1 for establishing the profile of CSOs; Form 2 for detailed capacity assessment information; and Form 3 a semi- structured interview with different stakeholders. Form 2 which focusing on main capacity issues was filled by a random sample from the CSOs in the Darfur three States. More detailed emphasis was allocated to CSOs relevant to UNDP mandate and focus areas. A sample size of 67 CSOs representing 26% of the CSOs formally registered at HAC and 44% of the Organizations accessed in the three States during the mapping process (Annex 1) was covered.

Profile of sampled CSOs		
a. by Geographical distribution		
El Fashir	16	23.9
Niyala	21	31.3
Geniena	15	22.4
Zalengi	15	22.4
b. CSOs by type		
CBO	17	25.4
NGOs	46	68.7
Cultural/media groups	4	6.0
C. By date of registration		
Before 1970	2	3.0
1970-1980	1	1.5
1981-1990	7	10.4
1991-2003	22	32.9
After 2003	35	52.2

The sample was distributed geographically between the four main towns of El Fasher (23.9%), Nyala (31.3%), Geneina (22.4%) and Zalingei (22.4%). On another basis 25.4% are classified as CBOs, 68.7% as NGOs and 6.0% as cultural and media groups.

Classification by date of registration revealed that 3.0% were registered before 1970 indicating long history of Darfur CSOs. The size of CSOs expanded largely during the 1980s mostly because of the drought and the tragic famine disaster during that time. Remarkable growth, however, took place during 1991-2003 period and this could be attributed principally to UNDP project of Area Development Scheme (ADS) in Southern Darfur (Idd El Fursan area) and Northern Darfur (Umm Kaddada area) The ADS, grounded in the philosophy of community participation and ownership, initiated the establishment of large number of community based organizations CBOs.

The majority of CSOs (52.2%) are the product of the current crisis in Darfur that started in 2003. On the other hand 47%of the sampled organizations classify themselves as engaging in humanitarian and recovery interventions and programming, 19% their main focus is emergency humanitarian interventions with recovery and development being the focus of the remaining 34%. Nevertheless, the distinction is programmatically vague since the driving force for their classification is availability of funding and resources.

Khartoum Consultative workshop: A one-day consultative workshop in Khartoum was organized in collaboration with Darfur Development and Reconstruction Agency (DRA), Darfurian civil society organization with visible and recognizable presence in both Darfur and Khartoum. Participants were 35 individuals representing the diversity of a bigger audience of Khartoum-based Darfur CSOs. The workshop was grounded in a highly participatory and cross learning approach using both plenary and group work techniques. A sub-reporting committee was also set up to summarize recommendations and capacity building priority areas. The Workshop proved extremely useful in sharpening understanding of Darfur CSOs and in clarifying the relationship that exists between Khartoum and Darfur based organizations (Workshop report, Annex 2). The Workshop also proved very valuable in the undertaking of the field survey (field report Annex 3).

Participation in OCHA Capacity Building Workshops: An opportunity for deeper understanding and grasping of the capacities of Darfur CSOs was furnished by the 5 training workshops for CSOs organized by OCHA in Nyala in October 2009 and facilitated by 2 members of the study team. The training focused on Gender issues; principles of humanitarian *work*; fund raising; Networking and partnership. Extended for two weeks the training was attended by more than 100 participants from SDON. Issues of CSOs capacities, constraints and challenges were critically assessed. Classified by date of establishment 53% were established and registered after 2003 and 30 % during 1990-2003 period; the remaining 17% date back to the period before 1990; this has in turn validated the general profile of the sampled CSOs.

Incorporating Comments on Draft Report

The study benefited very much from the very constructive comments on the draft report received from UNDP and HAC[1]. The incorported comments provided valuable in put for fine-tuning and finalization of the report.

SECTION TWO: THE CONTEXT OF CSOs

2.1 THE CONCEPT

Civil society refers to the arena of uncoerced collective action around shared interests, purposes and values. In theory, its institutional forms are distinct from those of the state, family and market, though in practice, the boundaries between state, civil society, family and market are often complex, blurred and negotiated. Civil society commonly embraces a diversity of spaces, actors and institutional forms, varying in their degree of formality, autonomy and power. Civil societies are often populated by organizations such as registered charities, development non-governmental organizations, community groups, women's organizations, faith-based organizations, professional associations, trades unions, self-help groups, social movements, business associations, coalitions and advocacy group (World Bank 2008). Summarized by Abu Sin (2008) civil society is "distinct arena from the state and the market where people promote their common interests and seek to shape governance and policies without the promise of commercial profit or official power".

For UNDP (2009) civil society is "An arena of voluntary collective actions around shared interests, purposes and values distinct from families, state and profit seeking institutions". A key feature of this definition is the concept of civil society as an 'arena,' a term used to describe the space where people come together to debate, associate and seek to influence broader society. Conceptualization of civil society as an arena, according to Abu Sin (2008) places emphasis on the role of CSOs as providers of public space in society, agents of social transformation, promoters of good governance and a site of alternatives.

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[1] *Valuble comments on draft report were received from: Aden Ali, Head, Nyala Field Office, UNDP; Daisy Mukarakate, Livelihoods Project Manager, Darfur; Musa Ibrahim, Programme Officer, CPRU, UNDP; Yousuf Abbakar, HAC; Asmaa Shalabi, Programme Specialist, CPRU, UNDP; Elhabib Hamdok, Livelihoods Project Officer, West Darfur; Mr. Akhtar Hamid, Project Manager, Livelihoods Project, Kassala, and Simon Little, Darfur Community Peace and Stability Fund, UNDP.*

In UNDP, the term civil society includes the full range of formal and informal organizations that are outside the state and the market – including social movements, volunteer involving organizations, mass-based membership organizations, faith-based groups, NGOs, and community-based organizations, as well as communities and citizens acting individually and collectively (UNDP 2009).

UNDP interest in forging and fostering relationship with CSOs stems from many considerations, including:

o The United Nations Charter gives UNDP a powerful mandate to work with civil society organizations (CSOs). At the Millennium Summit 2000, the Secretary-General reaffirmed the centrality of civil society and its organizations to the mission of the United Nations in the twenty-first century: "Not only do you [civil society organizations] bring to life the concept of 'We, the Peoples,' in whose name our Charter was written; you bring to us the promise that 'people power' can make the Charter work for all the world's peoples in the twenty-first century."

o Equally, the UNDP focus on sustainable human development that places people at the centre of development cannot be achieved without the robust engagement of civil society and its organizations. Given the collective power of CSOs in building social, economic and political agendas – both locally and globally – it is clear that strengthening partnerships with CSOs is crucial if UNDP is to remain a relevant and effective development player.

o UNDP has made significant progress in both broadening and deepening its interaction with CSOs at all levels of its work. In particular, UNDP has developed a valued niche in creating the space with governments for CSO perspectives to be heard and incorporated into policy and programmes. In so doing, UNDP recognizes that CSOs are not a substitute for government, but are central to sustainable governance

o Improving the conditions of the poor and excluded is the ultimate justification for the existence of UNDP as development agency. Collaboration with CSOs that articulate the needs and aspirations of the poor is *a sine qua non* of good practice;

o Third World countries cannot on their own fulfil all the tasks required for sustainable human development. This goal requires the active participation and partnership of all citizens and their organizations;

o While external support can help improved governance must ultimately come from within and be owned by a country and its citizens. CSOs therefore, have vital roles to play as participants, legitimizers and endorsers of actions, watchdogs of the behaviour of governments and other development actors and as collaborators in national development efforts;

o From the human rights perspective, UNDP, along with Member Governments, bears duties and obligations towards the poor and excluded who are denied internationally recognized entitlements. To fulfil these obligations UNDP must engage with and involve a range of civic actors in its programmes; and

o UNDP positions, public support, work and success in the future are dependent on multi-party trust.

2.2   CSOs IN SUDAN: AN OVERVIEW:

The emergence of modern civil society organizations in Sudan dates back to mid 1920s and early 1930s where social organizations were established to promote issues of education and other social services, defend the rights of the newly emerging Sudanese working class and to advocate the rights of Sudan for independence. By late 1950s structured formal NGOs were established following the ratification of the first voluntary work law in 1957. Other laws were issued in 1991 and 2007: laws of voluntary work. The 1980s witnessed the formation of geographically, ethnically and tribally based SCOs that started to expand exponentially to reach more than 3000 registered CSOs by the end of 2008. The tragic impacts of the 1983/84 disaster of drought and famine, intensification of civil war in South Sudan, displacement, escalation of poverty incidence, and proliferation of conflicts in Transitional Zones, Darfur and the East together with the consequential weaknesses of the Sudanese State as service provider have combined to create social and political environment conducive for the establishment and growth of CSOs in the country. Darfur crisis since 2003 and the expanding political spaces following the signing of the CPA in 2005 and the consequential increasing presence of the international organizations and agencies have contributed significantly to the expansion of CSOs in the country.

At present CSOs sector in Sudan is extremely fluid embracing a broad range of actors that involve charity groups; community-based organizations; women's organizations; children, youth and disabled groups; faith-based organizations; professional associations; trades unions; self-help groups; environmental groups; professionals associations and labour unions social movements; business associations; coalitions and advocacy groups; cultural and minority groups associations; geographically and ethnically based associations; and political activists groups. A conspicuous feature of present Sudanese CSOs is the blurred dividing lines between governmental and non-governmental organizations as processes of political manipulation are quite visible and apparent.

CSOs organizations are portrayed as suffering problems of elitism, manipulation, and exclusivity and poor capacities besides being urban based and urban biased. In spite of that many CSOs have gained international and regional recognition and reputable records in gender mainstreaming and human rights advocacy while contributed to establishment of a number of sub-regional networks such as SIHA (Strategic Initiative for Women in the Horn of Africa), SLUF (Sustainable Land Use Forum in the Horn) and Regional RBC (Resource Based Conflict in the Horn).

2.3   THE INSTITUTIONAL ENVIRONMENT OF CSOS IN SUDAN

Sudan Government is signatory to the Universal Declaration of Human Rights and the International Covenant on Civil and Political Rights and is, therefore, bound by international commitments to uphold the rights of freedom of association and freedom of expression. Article 22/1 of the Covenant states 'Every individual has the right of associating with others, including the right of establishing trade unions and joining them for the protection of his or her interests.' Both the CPA and the Interim National Constitution (INC) guarantee a bill of rights emulating this covenant. Most

importantly, the INC guarantees the freedom of expression and association, Article 39 (1) and Article 40 (1).

In Sudan the first CSOs act was back in 1957. The Act was generally described as very democratic Act that opened huge spaces for the growth and participation in public life. Even during the autocratic regime of Nimeri (1969-1985) the same law was there in spite of the many restrictive policies and administrative decisions curtailing roles of CSOs.

During the period 1975-1989 there was a generous and supportive legislation to the growth of CSOs/NGOs. To establish an NGO, any group of over 7 persons had the right to do so for any purpose. NGOs were just asked to report annually to the director of National Voluntary Work and provide audited annual accounts. By late 1989 all NGOs were dissolved and in 1991 there was a new law that required NGOs to re-register under tighter control making registration a difficult task; also donations have to be declared and reported. Security screening is not uncommon resulting in considerable difficulties for smoothly functioning CSOs sector. At present the most important legislation for CSOs, is the "Organisation of Voluntary and Humanitarian Work Act" ratified on the 5th March 2006. The Document defines voluntary and humanitarian work as:

> *any voluntary, humanitarian and non-profit activity undertaken by any NNGO, INGO or Charity Organization registered in Sudan for the purpose of provision of humanitarian assistances, relief, general services, human rights services, environment protection services or services to improve social and economic standards of the target community, and execute voluntary and humanitarian work in the above-mentioned areas (Article 4).*

Despite the spirit of democratic transformation created by the CPA, the 2006 Act is generally viewed as a repressive and constraining Act to CSO/ NGOs. The Act remains controversial and concerns among CSOs become important issues for advocacy reaching the parliament and the Constitutional Court. The major concerns centred on:

o The treatment of both national and international NGOs with the same law and administrative decisions
o The procedures of registration where HAC and the security have the upper hand; some applications go unanswered at all.
o Lack of clarity and coherence of the institutional set ups, especially in relation to registration where CSOs are registered at various institutions including HAC, Ministry of Justice, Ministry of Social Affairs, and Ministry of Education
o The lengthy screening processes against individuals and organizations, mostly on political grounds;
o The assessment of NGOs and NGOs work by HAC, an institution that lacks capacities and suffers accusations of partiality
o Restriction of access to funding; CSOs should get HAC's endorsement before approaching
o Conflict and overlap within government institutions: access; authorization for each activity;
o Confused Federal and state responsibilities regarding NGOs registration

2.4 DARFUR CONTEXT OF CSOS/NGOs:

1.   The conflict in Darfur has created an unusually horrible and complicated crisis. Final and lasting peace settlement and a return to stability and normality are possible only with a political agreement between the armed movements and the government. Reconciliation and peaceful coexistence among local communities remained to be key element for sustainability of peace process in Darfur.   For this to materialize the civil society organizations have to play a leading role in narrowing the divide and bringing the communities together.

2.   The Darfur conflict has not lent itself to quick solutions. It has evolved from a rebellion with relatively defined political aims to a conflict increasingly overshadowed by shifting alliances, defections, regional and international meddling and a growing, complex tribal dimension. This is particularly true since the signing of the Darfur Peace Agreement DPA.   The rebel factions have been unable to maintain a unified focus and have instead descended into a spiral of infighting and splintering, exasperating outside attempts to bring them together. The IDP camps are increasingly violent, with residents manipulated by all sides while authorities also pushing them to return to unsafe areas.

3.   The humanitarian operation in Darfur is the largest in the world. For example, WFP's food aid programme reached 3.7 million people in 2008, out of an estimated 7 million in Darfur.   Other livelihoods programmes have gained increasing attention over time. There are now a number of different livelihood programmes in Darfur, for both IDP and rural populations, albeit small scale. Few livelihoods interventions are undertaken with community based and civil society organizations, and in some cases with government technical departments. Support for such local institutions is seen as a key component of early recovery in Darfur.

4.   In Darfur, conflict-affected populations continue to face threats to their livelihoods. Livelihoods options remain extremely limited after 6 years of conflict. Livelihood strategies pursued and adopted are insufficient to meet basic needs or alternatively are based on coercive or exploitative strategies. IDPs and rural farming populations continue to face risks to their safety, and everyone faces restrictions to their freedom of movement.

5.   The new realities emphasize the necessity of broadening participation in the peace talks to include the full range of actors and constituencies involved in the conflict, including its primary victims, such as women and youth, but also Arab tribes and civil society organizations. Incorporating broader and more representative voices can help remedy the uneven weight the process now gives the NCP and rebel factions.   Core issues that drive the conflict, among them land tenure and use, including grazing rights, and the role and reform of local governance and administrative structures, were not effectively addressed in the Darfur Peace Agreement (DPA) but left to the Darfur-Darfur Dialogue and Consultation process. This necessarily involves the existence of robust and vibrant CSOs that are capable enough to promote peace building and peaceful coexistence processes.

6.   Historically the earliest form of civil society institution in Darfur is portrayed in the structures of the native administration and traditional leadership.   Their main strength is the continued authority and popular legitimacy and knowledge of their communities

7.   Prior to the conflict, some agencies such as Oxfam GB and Practical Action and other INGOs and UN agencies were involved in longer term livelihoods programmes and community-based development programmes for which an essential component

was the establishment and capacity development of civil society and community based organizations (CBOs). For example, Oxfam GB had established 23 CBOs by the late 90's; 6 in Jebel Si, 11 in Dar es Salam, 2 in Kebkabiya, 2 in Malha and 2 in Kutum. Similarly, UNDP project of Area Development Schemes ADSs had created considerable number of CBOs in Idd El Fursan (South Darfur) and Umm Kaddada (North Darfur) areas during 1992-2000 period. Little is known about whether and how these CBOs continued to function during the conflict. The only exception is Practical Action Organization that continued to work with CBOs throughout the conflict in capacity development and provision of small grants support.

8.   From late 2005, as humanitarian access declined, many more international agencies started working with community-based organizations (CBOs) and local NGOs. In October 2008, the UN estimated that it was only able to reach 65% of the affected population, because of general insecurity, targeted violence against aid workers and bureaucratic impediments such as difficulties in getting travel permits and access. Many agencies therefore worked by 'remote and distant management' in order to continue working in some very isolated or insecure areas. The most difficult communities to be reached and served continued to be those communities living in areas under hold of rebel movements and armed groups.

9.   The expulsion of 13 international agencies and the de-registration of 4 national NGOs on the 4 March and the subsequent announcement of the Sudanisation process of the humanitarian work by the government of Sudan increase the emphasis of working with local organizations and CBOs to increase impact, delivery and outreach. There has also recently been increased interest amongst international actors, albeit not in a systematic and strategic manner, in supporting CSOs and CBOs including traditional governance mechanisms that impact positively on livelihoods, natural resource management and conflict resolution.

10.   Different sectoral and project based assessments and field experiences while engaging and partnering with local NOGOs and CBOs showed that their capacity to plan and implement livelihoods and peace building projects is weak and limited. This represents a main challenge to mobilize resources and therefore engage with their local constituencies and communities, let alone advocate for change and influence government policies and actions. Most of the local NGOs and CBOs are involved in humanitarian work for valid and obvious reasons to access and get funding. There is a critical need to supporting CBOs and local NGOs in situations of conflict and for livelihood and peace building support during on-going conflict as well as early recovery.

SECTION THREE: MAP AND PROFILE OF DARFUR CSOs

3.1 GENEAL MAP AND PROFILE

The total number of registered CSOs/NGOs in the three states of Darfur is 241, distributed unevenly between the states, 104 in North, 80 in the south and 57 in Western Darfur. The number reflects geographical but also historical variation in the

establishment of CSOs where north Darfur is usually described as having the early development of CSOs owing to the famine and drought disaster and the associated influx of international organizations during 1980s. The shift to recovery and development that followed after 1987 has been associated with emergence of number of CSOs especially at the community level. This is substantiated by classification of CSOs on the basis of date of establishment. According to the table below (Table 1), 35% were established before the start of the conflict in 2003. The table also indicates the remarkable growth of CSOs as a result of conflict (65%). The large presence of the humanitarian international community in Darfur together with the twining policy declared and applied by HAC after 2003 considered as one of the main factors contributed to such growth.

Considering the geographical distribution of Darfur CSOs, it is evident from the table that CSOs is highly urban based with 83% being based in the towns especially in the four major towns of El Fasher, Nyala, Geneina and Zalengei. Here it should be noted that out of this 22.0% have the IDPs camps as their geographical focus.

Rural-based organizations account for 17% of the total and these are mostly established before the crisis. They are found mainly in eastern Darfur around Um Keddada in North Darfur and Idd El Fursan area of South Darfur; these are areas where UNDP Area Development Scheme (ADS) community-based project was implemented during 1992-2002. Under this category the assessment identified the presence of effective community based organization in small towns such as Kutum and Kubkabyia established by OXFAM GB, Oxfam Canada, Practical Action and GTZ during the 1990 far before the current humanitarian crisis.

The distribution of CSOs and local NGOs reflects the limited geographical and social out reach of CSOS in Darfur. It also reflects the fact that most of these organizations are project-based and established as part of strategic partnership with clear objectives for capacity development, long term support and advocacy for specific issues. Almost 50% of CSOs describe their presnt level of engagement and performance as non satisfactory.

Table 1: Profile of Darfur CSOs

State	Total Number	Date of establishment		Geographic Focus			Level of engegment and performance	
		1983-2003	After 2003	Urban	Rural	Camps	Satisfactory	Not satisfactory
North Darfur	104	39	65	56	18	30	49	55
South Darfur	80	25	55	52	8	15	42	38
West Darfur	57	21	36	39	10	8	30	27
Total	241	85	156	152	36	53	121	120
%	100.0	35.3	64.7	63.1	14.9	22.0	50.2	49.8

Regarding distribution by thematic focus (Table 2) the table shows that the focus of CSOs is overwhelmingly humanitarian including relief and social service provision. Livelihood and recovery, gender, peace building and conflict resolution and focus on youth are very marginal engagement of Darfur CSOs evens the interventions. This also reflects the fact that the interventions of CSOs are highly donor-driven and shaped by the mandate of the international community in Darfur whose focus is principally humanitarian. The thematic areas of recovery, livelihoods and peace building require special capacity and skills, professional knowledge and programmatic structure and set up which are mostly lacking for Darfur CSOs as will be elaborated later.

Table 2: CSOs by intervention focus (%)

Area of intervention	%	Area of intervention	%
Relief/humanitarian	49.3	Women and children	7.5
Livelihoods and food security	6.0	Good governance and rule of law	3.0
Conflict prevention and peace building	4.5	Capacity building	1.5
Environment	6.0	Youth	1.5
		Aspect of all of the above	20.7

In addition to those CSOs based in Darfur a huge body of Darfur-related CSOs are found in Khartoum totalling around 232 with many of them having direct presence in Darfur. The organizations reflect a high degree of variations in terms of geographical and tribal affiliations where many of them hold the name of geographical location or a tribal group (Wadi Hawar, Jibal Midob, Jebel Marra, Wadi Azom, Radom, Kabkabiya, Al Sireif, wadi Baraka, Wadi Barae, Wadi Turu, Burush, Dar Birgid, Wadi Kafout, Jebel Moon, Hufrat El Nihas); nearly all major tribal groups in the region have their own civic structures or NGOs. Division on political, geographical and tribal/ethnic backgrounds is a characteristic feature of all Darfur CSOs whether being based in Darfur or Khartoum. Khartoum-based organizations also reflect a wide range of engagements in humanitarian work. Political activism, political advocacy, donor and mission briefing, resource mobilization, however, remain the focus of engagement.
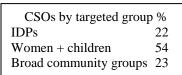
> **Characteristics of Khartoum-based Darfurian CSOs/NGOs**
>
> o Almost all CSOs/NGOs are moderately small and are in transition; a lot of essential needs still exist.
> o Least connected; although these CSO/NGOs are based in Khartoum there isn't much that brings them together and communication tends to be minimal
> o They are starkly pro or against government
> o Apparent fragmentation based on ethnic, tribal, political and geographical affiliations with clear division between "ours" and "theirs".
> o Continuously divide and redivide; CSOs networks are not safe either.
> o Limited contact with constituencies

3.2 TARGET GROUPS:

Classification of Darfur CSOs by target groups indicates that the general focus is on vulnerable groups/communities constituted especially by victimized women and children staying inside and outside the camps. Specific targeting of IDPs as special social category was reported by 22% of the sampled organizations. 23% of the organizations reported targeting of broader

CSOs by targeted group %	
IDPs	22
Women + children	54
Broad community groups	23

disadvantaged and conflict-affected groups outside the camps including farming and pastoral communities and those in towns and central villages, particularly in eastern and southern Darfur. Four CSOs in the three States were focusing principally on pastoralists. The figures also reflect the difficulties CSOs are encountering in dealing with IDPs; such difficulties include the limited capacities of CSOs in what they are doing and the apparent lack of trust IDPs have in some of CSOs caused by categorization on ethnic/tribal and political grounds. This in fact tends to undermines the explicit assumption that working with local CSOs would increase outreach to the most vulnerable and remote communities. In this connection it should be stressed that politicization of the humanitarian work is a common phenomenon in Darfur and as such it requires careful approaches in selection of partners to avoid putting them

under risk and at the same time not compromising neutrality, transparency and accountability.

3.3 CSOs, PEACE BUILDING AND CONFLICT MANAGEMENT

CSOs has a potential important role to play in peace-building and social reconciliation in Sudan and particularly in Darfur realizing the scale and magnitude of the conflict and the social disruption and calamities it has produced. Paradoxically enough peace building is one of the most marginal areas of CSOs interventions and engagement. According to field information only 16% of the organizations interviewed reported peace building interventions with only 4.5% having peace building as focused area of their interventions. Most of the interventions, however, focus on soft ware

CSOs by peace building interventions %	
Awareness raising	30
Forums	21
Training peace skills	5
Part of peace centres	4
Physical interventions	24
Exchange visits	3
Advocacy	5
Counseling	8

interventions such as workshops, seminars and forums. Approximately 70% of the interventions were undertaken through initiation and support from international community, namely UN agencies (52%) and INGOs (18%). Support from government was also sizeable accounting for 22% with the remaining 8% from NNGOs in Darfur and Khartoum.

The limited engagement of Darfur CSOs in the field of peace building could be explained by the followings:

a. The nature of the international presence in Darfur which is principally humanitarian with support to peace building interventions occupying a very marginal position if non existent in the programmes and funding plans.

CSOs by source of information about DCPSF %	
UNDP website	7
Workshops	38
Meetings and local press	35
Consultants	9
Friends	11

b. Limited access of CSOs to information on peace building programmes and initiatives. For example only 30% of the surveyed organizations stated that they do have a sketchy idea about Darfur Community Peace and Stability Fund. 8% reported access to DCPSF funds

c. The highly politicized nature of Darfur context and the conspicuous ethnic/tribal polarization that makes most of CSOs refrain from focusing on this area which they consider as very slippery and risky area for interventions.

d. The inappropriate peace building skills among most of CSOs, including conflict analysis, mobilization, advocacy, negotiation and public relations skills.

e. Lack of appropriate and conducive political spaces and platforms for public debate and social dialogue

One important institution to conflict resolution and peace building in Darfur is the Native Administration structure based on the power of traditional tribal leaders. Owing to its historical role and broad base of constituency, recognition and legitimacy the institution remains an indispensable actor in any efforts towards conflict disputes and conflict resolution, peaceful coexistence and dialogue, issue of returns, and land settlement especially at the grassroots level. Owing to their historically accumulated knowledge and experiences their role should not be undermined in relation to issues of local recovery processes and natural resource management. The relevance of the customary institution bears more importance when the issue of land, one of the root causes of the conflict, is considered as tribal leaders have been historically the

custodians of tribal homelands (*hakuras*) in Darfur. Accordingly, native customary institution should be placed at the centre of any efforts towards capacity development for peace at the community level. Capacity development should address the multiplicity of weaknesses that the institution is currently suffering from; prominent among these weaknesses are:

- Although the institution enjoys popular legitimacy still it has no law that specifically defines its role and functions and regulates its relationships with the modern governance structures;
- The institution is highly accused for being non democratic based on inheritance or political appointment rather than on consensual agreement among concerned communities
- Problems of politicization and manipulation with many leaders accused of being accountable to external power structures instead to their own people;
- The institution is also accused of being discriminatory against women who are not represented

In this connection it is worth mentioning that the context of Darfur is littered with number of locally initiated peace agreements- known as *social fabric restitching*- between groups from different ethnic/cultural backgrounds. Field investigations from Masri and Fata Barnu areas in the vicinity of Kutum in north Darfur show that these experiences remain viable and holding despite the heightened conflict at the macro level of Darfur. These experiences were attributed basically to the power of tribal leaders from both sides to the agreements. Intermarriages, shared interests and complementarity of livelihoods were also mentioned as stimulating factors. However, such agreements are expected to exist elsewhere in Darfur but not documented. Exploring, investigating and documenting these experiences could possibly contribute to the promotion of sustainable peace and peaceful coexistence in Darfur. The agreements also provide potential valuable opportunity to learn from.

Besides the customary institutions the social landscape of Darfur is also littered with the newly emerging political structures dominated by the youth, especially in the IDPs camps and who show high degree of political militancy and are strongly contesting the leadership of tribal chiefs. Such groups are important actors in the conflict. One big challenge for improved livelihoods in Darfur will be how to build and utilize the capacities of such groups to transform them into active actors in recovery and peace building processes.

SECTION FOUR: CAPACITIES OF DARFUR CSOs

4.1   HUMAN RESOURCES

The distribution of CSOs by number of paid permanent staff employed shows that the majority of the organizations could be described as small size organizations as 67.2% have a permanent staff size

CSOs by number of permanent staff (%)	
Number	%
1-3	38.8
4-7	38.4
8-11	16.4
12-15	9.0
15+	7.5

of 1-7 persons; of this 38.8% have staff size of 1-3 persons. Medium size organizations with permanent staff of 8-15 persons account for 25.4% while those of 15 or more represent 7.5%.

The paid staff represents 18% of the total staff employed while those described as volunteers account for 31%. The majority of NGOs/CSOs (51%), however, have combination of paid and volunteer staff members. The distribution of staff by acquired skills shows that 44.8% were reported as having management and administrative skills acquired principally through trial and error practices while those with technical professional skills

CSOs by skills of staff (%)	
Management/administrative	44.8
Organizational	4.5
Technical/ professional	11.9
Advocacy/networking	1.5
Non classified skills	37.3

accounted for 11.9%. Organizational and advocacy skills tend to be minimal represented by 4.5% and 1.5%, respectively. Staff members with non classified or specifically recognized skills constitute a considerable size of the staff (37.3%).

The technical capacities of the staff in terms of relevant substantive sectoral expertise, capability of adapting to change, conduction of need assessments, community mobilization and preparation of technically sound project proposals and reports is perceived as mostly non existent or poor. According to results of survey conducted among partners to CSOs (Table 3) 56.7% of those partners describe Darfur CSOs as lacking relevant substantive sectoral expertise while 53.3% asserted lack of capacities and capabilities of CSOs to adapt their programmes and service delivery mechanisms to the rapidly changing

One of the major challenges reported by CSOs to attract highly professional and technical staff is the difficulty in mobilizing the required donor resources to cover their full overhead and management costs as funding is usually for specific activities an as such devoid of any management and implementation costs. This renders them to be in-competitive in the labour market and in their performance and recruitment process vis-à-vis the INGOs. This has also raised major concerns about international community's salary scales that tend to deprive and restrict capability not only of CSOs but also government institutions to keep or attract qualified human resources

context of Darfur. Capacities of CSOs to conduct community need assessments and situational analysis are also very limited. The lack of these substantive and critical capacities renders the CSOs of being slow to adapt to the rapidly changing realities and dynamics on the ground. As such their partnership and engagement with INGOs and UN agencies is limited to implementation of specific activities of projects and not meaningful strategic partnership arrangements.

Table 3: Technical Capacities of CSOs as Perceived by Partners

Indicator	Good		Medium		Poor		None existent	
	No	%	No	%	No	%	No	%
Relevant sectoral expertise exists within CSOs	2	6.7	4	13.3	7	23.3	17	56.7
Expertise is credible and recognized by development community	3	10.0	6	20.0	9	30.0	12	40.0
Capability of adapting program and service delivery to changing situation/context	1	3..3	3	10.0	10	33.3	16	53.3
Capability of conducting needs assessment	3	10.0	4	13.3	8	26.7	15	50.0
Community mobilization skills	4	13.3	7	23.3	13	43.3	6	20.0

Preparation of technical reports and proposals	5	16.7	6	20.0	8	26.7	11	36.7

4.2 ACCOUNTABILITY SYSTEMS

Measurement of the accountability system involves number of indicators including: internal administrative system, people participation, reporting system, personnel policy, financial systems and participation in the decision making processes, regular meetings, strategic planning, monitoring system and resource mobilization strategies. Applying these indicators accountability among Darfur CSOs found to be at a very low level (Table 4).

According to the table only 29% of the CSOs surveyed tend to comply with the ten accountability measurement indicators used in the study. This is irrespective of the quality or effectiveness of the indicators which is a major issue of concerns. The table shows that only 25.4% of the CSOs in Darfur have identified management structure as management tends to be an ad hoc process linked intimately to the security of funding which is commonly described as a major constraining factor to CSOs; as low as 6% identified themselves as having a financial system in place. Participatory decision making process, monitoring and evaluation and presence of strategic frameworks are almost lacking. Existence of personnel policy was reported by only 3% of the organizations while 3% evidently demonstrated the existence of their reporting system.

Table (4): CSOs by Accountability Indicators

Indicator	%
Management structure	25.4
Community participation	4.5
Evidence of reporting system	3.0
Personnel policy (HR Policy)	3.0
Financial and administrative system	6.0
Participatory decision making	1.5
Monitoring and evaluation systems	1.5
Written strategy	1.5
Mobilization and fund raising strategy	4.5
Governance system	3.0
Management structure+ participation+ Reporting	16.4
All the above	29.9
Total	100.0

4.3 ORGANIZATIONAL MANAGEMENT

All CSOs have constitution which is a conditional requirement for registration at HAC under the Voluntary Work Act of 2006. The constitution represents the main document that defines organization objectives, methods of operation, membership and obligations. 96% of surveyed CSOs claim to have bi-laws and internal control systems to organize and control their work. The organizational management of CSOs is generally described and perceived as very weak. Investigations among CSOs partners in the three States reflect the very low value of measurement indicators.

According to the table (Table 5) all measurement indicators are either not recognizable or poorly identified. The overall impression of partners is that Darfur CSOs suffers acute organizational capacity deficiencies that need to be addressed through collective collaboration of the international community within the framework of articulated long term strategic capacity development arrangements.

Table 5: CSOs by perceived organizational management procedures

Indicator	Poor		Medium		Fair		Not recognizable	
	No	%	No	%	No	%	No	%
Organizational structure with defined lines of authority	13	43.3	4	13.3	2	6.7	11	36.7
Participatory decision making	11	36.7	3	10.0	2	6.7	14	46.7
Mobilization of knowledge, skills, resources	10	33.3	3	10.0	2	6.7	15	50.0
Identifiable information exchange mechanisms	11	36.7	3	10.0	2	6.7	14	46.7
Updated written administrative procedures exist	14	46.7	5	16.7	3	10.0	8	26.7
Written recruitment and personnel policies	13	43.3	4	13.3	2	6.7	11	36.7
Operation plans developed, reviewed, updated and reflected in a strategic plan	16	53.3	3	10.0	2	6.7	9	30.0
Resources are planned for and allocated properly	10	33.3	3	10.0	2	6.7	15	50.0
Active involvement of staff in planning	9	30.0	7	23.3	3	6.7	11	36.7
Involvement of beneficiaries and staff in program design, implementation and evaluation	11	36.7	6	20.0	4	13.3	9	30.0
Regular reporting on activities and results of evaluations	10	33.3	4	13.3	1	3.3	15	50.0
All staff have valid job descriptions	12	40.0	3	10.0	2	6.7	13	43.3
a clearly defined system of measuring staff performance	9	30.0	2	6.7	1	3.3	18	60.0
Capability to train its staff	5	16.7	3	10.0	2	6.7	20	66.7

4.4 GOVERNANCE SYSTEMS

The governance system of CSOs remains a major area of concerns. Number of indicators to measure the governance system was used; these included: annual general assembly meeting, election of the executive committee, changing of chairperson on the basis of election, presence of a board of directors, existence of structure with staff and gender sensitivity.

CSOs by governance system (%)		
	Yes	No
Leadership by election	45.5	54.5
Regular meetings	64.0	36.0
Election of Executive Committee	71.0	29.0
Board	09.0	91.0
Structure with staff and volunteers	100.0	0.0

The figures in the table reflect level of adherence to broad aspects of democratic governance. A peculiar feature of Darfur CSOs is the presence of large number of females in the leadership of the organizations. According to information gathered 57%

CSOs by some gender aspects	
% of female leaders	57
% of females in the staff	39

of the organizations are led by females compared to 43% led by males. These figures are further substantiated by the gender composition of CSOs staff where females account for 39% of the staff members reflecting a comparatively narrower gender gap considering the overall gender composition of labour force in government institutions and the private sector in Sudan. The existence of a Board of Directors and structure with staff or volunteers are generally in place. One of the major established limitations of the governance system, however, is the very low level of participatory decision making which entails the failure to fully capitalize on members experience and activism to promote the effectiveness of CSOs and their accountability.

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4.5 REPORTING:

The distribution of CSOs by nature of reporting system indicates that 71.6% of CSOs adhere to annual reporting system. Biannual reporting and quarterly reporting is practiced by 1.5% and 14.9% of the organizations, respectively. Only 6% of the CSOs surveyed are accustomed to produce annual, biannual and quarterly reports indicating very low level of accountability in terms of reporting.

Table: CSOs by reporting system (%)	
Annual	71.6
Biannual	1.5
Quarterly	14.9
Annual and biannual	6.0
All three forms	6.0

The quality of reports is a major issue of concerns even to CSOs themselves as the reports tend to be generally poor lacking the basic elements of reporting techniques. With very few exceptions, issues of constraints, lessons learned, documentation of best practices and experiences and challenges to sustainability are almost lacking in the reports. Knowledge on the reporting formats and guidelines are also reportedly minimal and so were the opportunities for training and capacity development in this important field.

4.6 STRATEGIC PLANNING AND ANNUAL WORK PLANS:

Although 81% claim to have annual work plans very few (1.5%**)** reported the existence of written strategy indicating that longer term planning based on assessments and consultations with direct stakeholders is almost absent. This in turn illustrates the nature of CSOs in Darfur and the narrow time framework of their interventions. The available strategies could, however, be characterized as follows:
- o Emergency humanitarian based;
- o Activity-based work plans;
- o Strategy details are minimal with apparent absence of detailed situational analysis;
- o Lack of resource mobilization, partnership and implementation strategies;
- o Absence of management cost;
- o Absence of risks analysis; and
- o Lack of training and capacity development components.

As revealed by the field survey there is an apparent confusion among CSOs about strategies and work plans which are in most instances used interchangeably. This reflects the short term perspective of the strategic planning process which is directly linked to the annual funding cycles of both the international community and government, the two main sources of funding. There is a clear disconnect and lack of translation of the strategic plans into operational plans.

4.7 PARTNERSHIPS

Around one third of NGOs/CBOs reported that they do have partnership with other actors in Darfur with the most of the partnerships focusing on humanitarian issues including delivery of food and basic services to IDPs. Most of the partnerships are forged with UN agencies, particularly OCHA and UNAMID. OCHA is

CSOs by partners (%)	
UN agencies	26
INGOs	16
NNGOs	7
Government	8
Gov + UN	12
Multiple partners	21

directly engaged with SDON over humanitarian interventions inside and outside the IDPs camps while UNAMID is fostering partnership with CSOs in Darfur three States focusing on Quick Impact Projects (QIPs) where the duration of the project is three months. INGOs, constitute the second partner to CSOs while Government was ranked as the third in partner. 21% of CSOs, however, have more engagements with more than two partners. Focus of partnerships remains emergency humanitarian interventions, provision of basic services and limited peace building activities.

> *Partnerships with other actors are usually of short term and activity-based nature. Strategic partnerships have been partly curtailed and restricted by the perceived low level of compliance to accountability standards and the wide range of capacity deficiencies of Darfur CSOs. This is compounded by the insufficient promotion of their good work to counterbalance the so many instances of inadequate performance. Absence of partnership with the private sector is a characteristic feature of Sudanese CSOs including that of Darfur.*

4.8   FUNDING

Dependence on foreign funding, mainly from UN agencies and INGOs operating in Darfur, constitutes the main source of funding accounting for 49% of the total funds available for CSOs. These are sources utilized in the humanitarian sector and quick impact projects including service delivery. Own sources, used primarily to cover running costs, is the source for 10% of organizations. Other sources include individual donations and government institutions. Individual donations are constituted by support from extended family members and friends and are usually

CSOs by source of funds (%)	
Own sources	10
Foreign	49
Individual donations	9
Government	3
Combination of above	22
Lacks funding	7

channelled through social networks and kinship groups and associations. Individual support tends to be more important among rural and ethnically/geographically-based CSOs. Heavy dependence on foreign funding will remain a major potential challenge to the declared policy of Sudanization by 2010.

4.9   FINANCIAL AND ACCOUNTING SYSTEMS:

The financial and accounting system of CSOs uses payment books in the form of cheque books, receipts and forms and book keeping with 76.1% of the organizations claim to have financial monitoring system while they all claim the existence of one way or another of

CSOs by financial and accounting system	
Cheque book	35.8
Receipts and forms	4.5
Book keeping	14.9
All the above	44.8

auditing system. All active CSOs also claim to have bank accounts. In practice all these aspects are very weak and highly questionable. Partners to CSOs in Darfur describe the financial management capacities of CSOs as being extremely weak in terms of regular budget cycle, procedures in authority, responsibility, monitoring and accountability of handling funds; keep good, accurate and informative accounts, disburse funds in a timely and effective manner and ability to ensure proper financial recording and reporting systems. The required segregation of duties and responsibilities between the Accountant, Project Manager and Chairperson is described as non existent or highly blurred (Table 6). Only 3.3% of the partners describe financial reporting as acceptable.

Table 6: Financial capacities of CSOs as perceived by their partners

Indicator	Fair		Good		Low		Not existing	
	No	%	No	%	No	%	No	%
Appropriate segregation of duties/responsibilities of the Accountant, Project Manager and Chairman	2	6.7	1	3.3	10	33.3	17	56.7
Timely and accurate financial reporting	3	10.0	1	3.3	14	46.7	12	40.0
Reports are used for planning	2	6.7	1	3.3	9	30.0	18	60.0
Written and documented financial policies	0.0	0.0	2	6.7	17	43.3	15	50.0
Self-generating income potential	3	10.0	2	6.7	8	26.7	17	56.7
Individual fund raising skills	2	6.7	1	3.3	7	23.3	20	66.7
Fund raising strategy					2	6.7	28	92.3

4.10 OPERATIONAL AND LOGISTICAL CAPACITIES

The operational, procurement and logistical capacities of the surveyed organizations are extremely weak. Most of the assessed CSOs do not possess logistical infrastructure and equipment which limits their project implementation and monitoring capacities in a vast and insecure region such as Darfur. They also have minimum capacity to maintain and manage the available equipment. The CSOs have limited capacities to procure goods and services on a transparent and competitive basis. For example out of the CSOs surveyed only 4.5 % have a vehicle with almost 90% of the organizations suffer acute shortage of computers and communication facilities. However, 34.3% of the organizations reported ownership of email address, depending

CSOs by logistical and operational facilities (%)	
Cars	5.5
Computers	10.4
Communication devices	4.5
Required office furniture	4.5
Email account	34.3
Website	1.5
Mode of premises (%)	
Owned	26.9
Rented	38.8
Hosted	29.9
None	4.5

mostly on local market facilities. This makes ITC an area worth considering by UNDP and its partners invest in for reatime communication. The distribution of CSOs by mode of premises shows that 29.9% of the organizations are hosted by others on the basis of friendship, kinship relations, partner organization and, in some instances, by the initiator or chairperson of the organization. In this respect a sizable number of the organizations accounting for approximately 10% are housed by government institutions; these particularly applies to organizations chaired by female government employees. One remarkable feature is that 4.5% of the organizations reported that they do not have fixed or permanent premises; these constitute what usually referred to as *brief-case organizations* that are usually run and controlled by one person.

4.11   TRAINING

Of the total surveyed organizations 70% reported that 30-40% of their staff members received some training on aspects related to humanitarian and recovery and peace building issues. The training is generally described as being very limited in duration, scope and coverage that fall far behind the capacity development needs and demands of CSOs. The training is usually in the form of on-job training

Issues of livelihoods and peace building as programmatic areas/interventions were also newly introduced in the Darfur conflict context by the international community – therefore CSOs lack the basic experiences on these areas

designed to achieve short term objectives directed towards the implemented of specific activities rather than being long term investment in capacity development. One of the main weaknesses of such training approach is that it considers CSOs as implementing partners to deliver specific activities rather than a viable partner that could affect long term development in Darfur. Trainers are mostly consultants hired on short term basis by the international actors and UN agencies in particular. UNICEF, UNIFEM, UNDP and FAO were spelled out as the main initiators, supporters and providers of training interventions. Well-conceived and designed long term capacity development has been repeatedly stressed as the top priority need of Darfur CSOs.

SECTION FIVE: CHALLENGES AND CONSTRAINTS TO CSOs

Darfur CSOs are faced by numerous challenges and constraints that impede their performance and effectiveness. These challenges involve issues of capacities, institutional environment, geographical and social out reach, politico cultural polarization and peace building challenges that significantly affect the sustainability of CSOs and their interventions.

5.1 ISSUE OF CAPACITIES

The capacities of Darfur CSOs remain a major issue of concerns, not only to the international community and Sudan government but also to the CSOs themselves who reported a wide range of capacity deficiencies including poor governance,

Capacity deficiencies reported by CSOs%	
Governance issues	58
Organizational	60
Technical capacities	55
Financial capacities	62

inappropriate organizational structures, and weak technical and financial capabilities. Established indicators of poor governance include absence of participatory decision making, limited adherence to principles of transparency and accountability and exclusivity grounded in ethnic and cultural biases.

The organizational structure of most CSOs suffers lack of clarity with highly blurred lines of authority and responsibility that contribute to further distortions in the governance systems. The very weak operational and logistical capacities, a defining feature of Darfur CSOs, tend to significantly undermine the

Limited investment in systematic and strategic capacity of CSOs development characterizes existing partnerships between the international community and Darfur CSOs

legitimacy of the organizations by enormously reducing their geographical and social out reach and by definition their accountability to constituencies they are operating under their name.Technical and financial weaknesses have been asserted by both CSOs and their partners including UN agencies that constitute the main supports to Darfur CSOs. Lack of funding strategies,

Inappropriate capacities to mobilize external resources, poor quality of reports, poor documentation and the generally weak asset base have combined to constrain CSOs effectiveness and to significantly curtail their access to resources and eventually capacity development opportunities.

5.2 THE INSTITUTIONAL ENVIRONMENT

The present institutional environment for the management of the CSOs sector looks to be one of the main impediments to the development of robust and vibrant CSOs in Darfur. HAC in the three States demonstrates common capacity weaknesses. Problems of data and information management, insufficient understanding of humanitarian principles, weak follow up and monitoring and the inefficient management of the voluntary sector are typical manifestations.

The institutional environment is also highly politicized with apparent labeling and categorization among the three main actors (government, CSOs and International community). Each of the actors has particular labeling for the others indicating a deep gulf of mistrust. CSOs/NGOs always perceive INGOs as being biased towards specific groups and CSOs while contributing to the creation of patron-client relationships among these groups; HAC is always perceived as a security body rather than being a humanitarian neutral and impartial institution. HAC also has its own perception and classification of CSOs/NGOs. To by-pass and avoid HAC some of the INGOs have started to directly support line ministries Other systemic institutional constraints are manifested in the followings:

o   Lack of clarity and coherence of the institutional set ups, especially in relation to registration where CSOs are registered at various institutions including HAC, Ministry of Social Affairs, and Ministry of Education resulting in the lack of a unified system of registration;
o   Confused Federal and state responsibilities regarding NGOs registration.
o   The lengthy screening processes, against individuals and organizations, mostly on political basis;
o   The assessment of NGOs and NGOs work by HAC, an institution that lacks capacities and suffering problems of impartiality;
o   IDPs rights to organize and to establish their own civil society groups is highly impede and constraint by authorities

The capacities of HAC and its capability to effectively manage the transition to the declared Sudanization will remain central issue of concerns. Because of that HAC should be part of any CSO/NGO institutional capacity building process. The relevance of HAC current mandate and capacities to the contextual realities of Darfur are also questionable, especially when peace comes. The anticipated possible social and political changes that will follow any peaceful settlement make the revision of HAC mandate and its capacity building top priority.

5.3   GEOGRAPHICAL AND SOCIAL OUTREACH

Darfur CSOs are to a large degree centralized in the four major towns of Darfur namely, El Fasher, Nyala, Geneina and Zalingei. This could be attributed to the following factors:
a.   The concentration of IDPs around the four main towns of Darfur
b.   The centralized presence of the international community in these four towns therefore acting as magnet attracting the concentration of CSOs around in these toms
c.   Lack/restricted humanitarian work in Eastern Darfur and the southern parts of South Darfur
d.   The very weak operational and logistical support of CSOs
e.   Insecurity in many parts of western, Northern and Southern Darfur

Being urban based and, by definition urban biased, the geographical and social outreach of CSOs has been significantly reduced. This has in turn created concerns about the legitimacy and social accountability of CSOs as many of these organizations are largely disconnected to societies whom they claim are representing. The absence of the international community and humanitarian work in many parts of Darfur, particularly eastern and southern Darfur has also contributed to the marginalization of CSOs operating in these areas by denying them access to services and capacity support interventions support enjoyed by CSOs based in the main towns.

5.4   POLITICO CULTURAL POLARIZATION

CSOs in Darfur are highly divided on political and ethnic/cultural lines. Notions of 'we" and "them" have been highly internalized reflecting the prevailed categorization and conceptualization of Darfur conflict as ethnic conflict. Categorization of CSOs as pro or anti government is also common. Because of that most of the organizations are suffering problems of acceptance by IDPs. This probably explains the presence of very limited number of CSOs in the IDPs camps. Similarly, Darfur-based CSOs are very critical about every thing coming from Khartoum .as they feel marginalized by Khartoum-based CSOs in terms of funding, decision making and links to government and international community.

SECTION SIX: POTENTIAL PARTNERS TO UNDP LIVELIHOODS AND PEACE BUILDING PROGRAMME

6.1   ISSUE OF APPROACH

Darfur social and political context is highly complex. For the purpose of this assessment these complexities could be categorized as:
  (i) Spatio political complexities where we find the IDPs camps; direct conflict affected areas; pockets of relative stability in east and south Darfur; urban and peri urban-based war affected communities; remote rural areas that had been historically neglected and marginalized; and rebel-held areas.
  (ii) Multiplicity of stakeholders of UNDP's livelihoods and peace building programme including: IDPs; women, youth and children; marginalized rural communities in remote rural areas (pastoralists and farmers); UN System; INGOs and government institutions

These complexities necessitate an increase in spatial and social outreach through robust and neutral CSOs that could serve: UNDP mandate in capacity building; needs for supply and demand driven approach;   principles of inclusivity and impartiality; enhancement of UNDP outreach and its credibility as development and lead recovery agency.

In spite of the generally weak capacities of Darfur CSOs/NGOs there are some organizations that demonstrate relative strengths and reasonable capacities while providing possible potentialities as partners to UNDP livelihoods and peace building programmes. Important among these strengths are knowledge of the context, coverage of many geographical locations, wide range of constituencies and

demonstrated potentials and willingness for improvements. However, there are apparent levels of weaknesses that render theses competencies inappropriate falling far behind what is required for effective meaningful engagement to undertake genuine livelihoods and peace building interventions.

Accordingly if the assessment applies the strict definition of civil society and prequalification procedures as described in the terms of reference TOR and the UNDP Guidelines, only a handful of CSOs will qualify as partners for implementation of livelihoods and peace building programmes. To overcome this problem an approach based on strategic partnership rather than project based is required where capacity development should be addressed from UNDP Regional programming framework. Such an approach is a two-tier approach imbedded in: (i) short to mid term strategic programmatic partnership with prequalified CSOs. In this regards the prequalification process is to be viewed as an entry point for engagement with CSOs on livelihoods and peace building. (ii) Long term capacity development of Darfur CSOs. The two processes should go hand in hand.

6.2   PREQUALIFICATION:

The prequalification process gives priority to UNDP to implement its livelihoods and peace building programme, but it also serves the entire interest of humanitarian, development and government stakeholders. One viable option could go for establishing regional clusters centred on UNDP's thematic areas as specified in the CPAP 2009-2012. The clustering process is also intended to encourage the culture of working together, each civil society organization with its strategic niche and competencies, while bringing support organizations to work with them. Such clustering will more likely make a difference as it will helps in:

o   Fostering partnerships between the various CSOs and also with other actors including government and the international organizations and UN agencies;
o   Sharing of knowledge, exchange of experiences and cross learning processes;
o   Establishing a unified system of capacity building and development
o   Widening the currently limited geographical and social out reach of CSOs and the international assistance;
o   Enhancing effectiveness while consolidating impacts;
o   Promote communication and trust building while systematically minimize existing tension and polarization along ethnic, geographical and political divides
o   Working on connecting factors and shared interests which are important aspects of peace building

Guided by the CPAP 2009-2012 the soliciting and clustering process could be as provided in Table 7 below.

Table 7: Prposed clusters of CSOs

Cluster	Criteria
Livelihoods and early recovery	o Microfinance o Economic empowering o Small enterprises
Peace building conflict management	o Lobbyers for peace o Gender-based violence o Land use
Local governance and	o Providers of capacity building o Legal aid and rule of law

rule of law	o Advocacy groups o Social accountability systems o Land issues
Capacity Developemnt	o Capacity development providers o Research institutions
Environment	o Environmental groups o Climate change o Resource management
Pastoralists	o Pastoral-focusing groups o Transhumance routes
Gender	o Gender promotion o HIV/AIDS groups o Engendering livelihoods o Micro-credit o Pastoral women

Applying prequalification indicators of governance, accountability, geographical and social outreach, recognition by constituencies and inclusivity the assessment and on the basis of broader categorization (Table 8) managed to prequalify 67 CSOs representing 27.8% of Darfur-based CSOs and distributed unevenly between North Darfur (32), South Darfur (21) and West Darfur (16). This in addition to 28 CSOs based in Khartoum. The names of these CSOs by category are provided in Table 9.

Table 8: Distribution of prequalified CSOs by State and category of focus

Category	North darfur	South Darfur	West Darfur	Khartoum-based
Livelihoods and recovery	6	6	3	5
Peace building	5	4	3	5
Local governance and RoL	3	3	1	4
Capacity development	3	1	1	2
Environment	4	2	2	4
Pastoralists	3	1	3	2
Gender and youth	8	4	3	6

Table 9: Prequalified potential partners to UNDP Livelihoods and Peace Building Programme

Thematic Focus	NGOs			
	North Darfur	South Darfur	West Darfur (Geneina and Zalengi)	Khartoum Based
Livelihoods and Early Recovery	1. Darfur Development and Reconstruction Agency 2. El Fashir Network for Rural Development 3. Voluntary Network for Rural helping and Development, 4. Kabkabyia Small Farmers Development Association, 5. Wadi Kutum Agricultural Extension Development. 6. Craft Men Union	1. Community Development Association 2. Vocational Labourers Union 3. South Darfur Organizations Network 4. Rehabilitation and Development Organization 5. Project Promotion and Development Association 6. Craft Men Union	1.Community Development Association 2.Rowad El Salam and Development Organization 3. Craft Men Union	1. Community Development Association 2. Darfur Development and Reconstruction Agency 3. Sustainable Action Group (SAG) 4. Popular Corporation for Darfur Development 5. Sudanese Organization for Development and Action Against Poverty
Peace Building and Conflict Management	1. Ajaweed for Peace and Reconciliation 2. El Fashir Peace Centre 3. Darfur for Peace and Development Organization 4. Peace and Rural Development Association 5. Peaceful Co-existence Society	1. Peace and Development Centre 2. Heraza for Peace and Development 3. Coexistence African Leadership 4. Peace Culture Association	1. The Humanistic Sudan Peace Organization 2. The Sudanese Organization for Peace Harvest 3. Students Peace Support	1. Darfur Network for peace and development 2. Haraza Organization for Peace and Development 3. Peace Ambassadors for Humanitarian Work 4. The National Organization for Peace and Development 5. National Peace organization
Local Governance and Rule of Law	1.National Org for Compacting Bad Practices 2.Legal Approved Women Charitable Agent, 3.Heritage, Culture and Art Conservation	1. Goodwill Organization 2. Peace Building an d Equity 3. Legal Aid networks	1. Our roots for peace and sustainable development	1. Darfur Development and Reconstruction Agency 2. Sudan international Centre for Human Rights 3. Al Rahma Sudanese Organisation for HRs 4. El Rahman for Human Rights
Capacity Development	1. African forgiveness Organization 2. Human Development hands Association, 3. National Corporation for Development	1. El Rowad for Training	1. Centre for peace	1. Al Bada'il (alternatives) Organization for Development 2. Sudanese Organization for Cooperation and Development
Environment	1. Sudanese Environmental Conservation Society. 2. Sudanese Organization for Wildlife Conservation 3. Sustainable Action Group 4. National Organization for Environmental Protection	1. Mouna for Renewable Energy 2. Sustainable development Charitable Organization	1. Sudanese environment conservation society 2. Wide Life organization	1. Sudanese Environmental conservation society 2. Sustainable Development Charitable Organization 3. Sudanese Organization for the Development of Sahel and Desert 4. Organization of Popular Forests for Gums Production
Pastoralists	1. Al Massar Charitable organization for Nomads Development and Environmental Conservation 2. El Massar For Pastoral Development 3. Veterinary Charity organization,	1. Al Massar Charitable organization for Nomads Development and Environmental Conservation	1. Al Massar Charitable organization for Nomads Development and Environmental Conservation 2. Community Friendly Initiative	1. Al Massar Charitable organization for Nomads Development 2. Al Tamas Charitable Organization
Gender and Youth	1.Kabkabeyia Women Group organization 2.Dar El Salam Women Organization 3.Women and Peace Capacity Net work 4.Umm Jumaa Charity Organization 5.Wada'a Area Graduate Association 6.Mother and Orphans Care Organization 7.Women Extension and Development Society 8.Voluntary Society for Child and women	1. Al Medina Gender Centre 2. Women Network 3. Support for Women and children Organization 4. Working Women Association	1. Women white Hands Organization 2. Sudan General Woman Union 3. Widows Charity organization	1. Sudanese Women Initiative 2. Rural Women Development and Promotion Society 3. Ahlam Women Empowerment Organization 4. Watch Organization for Women and Children Support 5. The Integrated Women Organization 6. The Youth organization for IDPs and return

In this respect it should be pointed out that there is one category of organizations that demonstrated remarkable resilience over time although have been cut out from direct support for more than seven years now. These are specifically CBOs established in early 1990s by the international NGOs and U agencies from a recovery and developmental perspective. These include:

o CBOs established under the UNDP Project "Area Development Schemes ADSs (1992-2002)" in Eastern Darfur (Umm Kaddada area) and Southern Darfur (Idd El Fursan-Rehaid Albirdi area);

> *The areas of eastern and southern Darfur where UNDP project ADS was implemented (1992-2002) remain relatively secure and stable location in rural Darfur since the eruption of the conflict in 2003.*

o CSOs established and supported by Oxfam GB in mid 1990s (Kablabiyya Small Holders Charity Society KSCS);
o Women Group in Kabkabiyya established in the mid 1990s with support from Oxfam Canada;
o Kutum Agricultural Extension Development Society (KEDS) established by GTZ
o Craftsmen Union in North Darfur established and supported by International Labour Organization in the 1970s;
o The disabled Association established and supported by DED
o Practical Action supported Network of CBOs in North Darfur
o Environmental groups established since 1990s by Sudanese Environment Conservation Society (in Kutum, Kabkabiya, Fashir, Melleit, Nyala, Um Kaddada, Brush, Dein).

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Taking into consideration the circumstances under which these structures were established in the early 1990s, their underpinning objectives and the changing development paradigm it becomes imperative that these structures need to be more thoroughly assessed and their relevance to the current and future contextual realities of Darfur explored and maintained.

SECTION SEVEN: FRAMEWORK
FOR CAPACITY DEVLOPMENT

7.1   GENERAL

Currently there are many but ad hoc and scattered efforts of capacity building by number of UN agencies and INGOs. This makes it very difficult to trace the effectiveness and impact of these efforts. In this respect UNDP is recommended to help organize and coordinate the capacity building efforts of other international actors. UNDP could encourage the establishment of a consortium of organizations working on capacity building. It is also important to use the outcome of this report to help regional clustering of CSOs/NGOs on thematic areas to help address the most important capacity needs of each thematic area. Accordingly, UNDP will lead thematic areas within its focus identified in the CPAP 2009-2012 and which will involve capacity development at two levels: level of enanbling environment and

organizational level. OCHA and other UN agencies focusing on emergency issues could handle the technical areas of humanitarian assistance. What follows is a broad framework for CSOs capacity development where UNDP is expected to focus on and invest in:

7.2 ENABLING ENVIRONMENT LEVEL

Support to the creation of an enabling environment lies at the core of the UNDP mandate. This essentially requires fostering of effective partnership and engagement with related government institutions, especially Ministry of Finance and Economic Planning, Planning Units in different Ministries and HAC in order to work on the followings:

- o Legislations and by-laws
- o Policy frameworks
- o Operationalization of policies and control systems
- o Engagement forums with government institutions and international partner organizations for the enhancement of mutual understanding, trust building and exchange of information;
- o Mapping capacities of Ministry of Finance and Economic Planning, Planning Units and HAC and identify gaps and implement required capacity development needs.

7.3 ORGANIZATION LEVEL

This is to address the technical and functional capacities of CSOs as follows:

a. Organizational and management capacities
- o Strategic and participatory planning
- o Good governance and democratization principles and practices
- o Organizational building and reviews
- o Fund raising and proposal writing

b. Technical training for professional cadre:
- o Livelihoods and right-based approaches
- o Conflict sensitive planning
- o Computer programmes
- o Financial systems and financial management
- o Monitoring and evaluation
- o Humanitarian principles
- o Disaster management
- o Dialogue and facilitation skills

c. Out reach and influence
- o Social mobilization
- o Civic education
- o Social protection
- o Networking and advocacy
- o Peace building

SECTION EIGHT: CONCLUDING REMARKS

1.   Darfur crisis has been associated with dramatic expansion in the size and scope of Darfur CSOs and related structures outside the region, especially in Khartoum. Some aspects of capacity have also been acquired over years. Darfur CSOs are, however, highly centralized in the four main towns of Fashir, Nyala, Gineina and Zalingi a situation that has significantly reduced their geographical and social out reach.

2.   Darfur CSOs are engaged in wide range of interventions with the primary focus being humanitarian. This could be explained by the nature and origin of the majority of organizations after the conflict in 2003 and the sources of funding which are mainly humanitarian.

3.   A remarkable feature of Darfur CSOs is the very small number of organizations focusing on peace building issues. Politicization and manipulation of Darfur social context together with weak capacities of the organization and their cultural political polarization have created peace building as challenging area for CSOs. The nature of funding and the highly politicized context of Darfur make most of CSOs refrain from entering the field of peace building.

4.   Darfur CSOs are also highly divided on political and ethnic lines. Many of them are suffering problems of acceptance and trust because of perceived politicization and manipulation.

5.   Owing to its historical role and broad base of constituency, recognition and legitimacy the Native Administration institution remains an indispensable actor in any efforts towards conflict disputes and conflict resolution, peaceful coexistence and dialogue, issue of returns, and land settlement especially at the grassroots level. The institution is, however, consistently accused of being politicized, manipulated, undemocratic and exclusive making the reform of this institution a valuable investment in peace building at the community level.

6.   There is empirical evidence of locally initiated peace agreements between groups of different tribal and cultural belongings. These agreements remain viable and holding despite the heightened conflict at the macro level of Darfur. These experiences were attributed to the power of tribal leaders, intermarriages, shared interests and complementarity of livelihoods. Exploring and documenting these experiences could possibly contribute to the promotion of sustainable peace and peaceful coexistence in Darfur.

7.   Darfur CSOs/NGOs face numerous challenges to influence or promote meaningful actions towards sociopolitical processes and community owned and driven recovery and rehabilitation in the region. These challenges are of complex nature emanating from the weak capacities of CSOs, the institutional environment under which they are operating, the internal dynamics of Darfur society, the realities introduced by the conflict and the histories and objectives of these structures. Accordingly, effective engagement of UNDP with Darfur CSOs should be considered and taken as top priority.

8.   The capacity of most of the existing organizations look very weak with the majority of them suffering organizational problems and problems of accountability,

transparency, deficiencies in technical capacities and capacities to mobilize external resources. The operational and logistical capacities are also weak. The existing capacities render Darfur CSOs incapable to undertake and lead meaningful livelihoods and recovery interventions.

9.   The institutional environment for voluntary work constitutes a major structural constraint for the functioning of robust and vibrant CSOs in Darfur. HAC in the three States of Darfur demonstrates common capacity weaknesses including problems of data and information management, insufficient understanding of humanitarian principles, weak follow up and monitoring and inefficient management of the voluntary sector. Lack of clarity and coherence of the institutional set ups, confused federal and state responsibilities over registration, the lengthy screening processes and the difficulties the IDPs are facing in establishing their own structures are typical institutional constrains.

10.   The limitations of the institutional environment are compounded by the highly politicized context of Darfur as reflected in the cultural/ethnic and political polarization among CSOs and the apparent lack of trust between the three main actors in the region, namely, government institutions, international community and CSOs where labeling and categorization are existential realities of every day life.

11.   Despite limitations of capacities and apparent weaknesses demonstrated by majority of Darfur CSOs, the organizations also demonstrate wide range of strengths including knowledge of local context, especially on local politics and community needs, representation of the cultural diversity of Darfur, cost effectiveness compared to INGOs besides operating simple systems and are booth willing and easy to train.

12.   CSOs established and supported from recovery and developmental perspective by INGOs and UN agencies during the 1990s reflect better capacities, resilience and abilities to deliver services although have cut out from direct support after the start of the conflict in 2003 when the focus turned to be essentially humanitarian.

13.   The constitution of peace in Darfur will face the three main actors in the region including Government of Sudan, the international community and Darfur CSOs with enormous challenges to manage the transition from humanitarian to recovery and development and, by definition sustainability of peace. Lack of trust among the three main actors and the weak capacities of CSOs and its division along ethnic political lines are major challenges to be genuinely addressed. In this respect UNDP, and by nature of its mandate as the lead agency on recovery, is anticipated to lead on these aspects. Engagement forums bringing government institutions, international partner organizations and CSOs will remain important elements of any intervention for the enhancement of mutual understanding, trust building and the creation of the enabling environment for recovery and peace.

14.   Realizing the enormous challenges of the transition to peace and recovery UNDP should have a clear strategic framework for engagement with CSOs. In this regard and appreciating the interconnectedness among social, economic and political factors in Darfur, the UNDP area-based principles of programming need to be maintained and revitalized.

15.   There are many Darfur individual activists (men and women) who are not really organized under specific civil society structures. They are concerned individuals

who are engaged in national, regional and international initiatives over Darfur. Just to name few are members of: Doha Civil Society Meeting Group, Heidelberg (Germany), Group, Concordis Group, Tufts University Group, UNIFEM Group and Dar El Salam Group. Those individuals are recognized as influencial individuals with high level of social acceptance and are useful for big strategic issues such as networking, lobbying and advocacy. Such individuals could be smartly mapped, approached and addressed.

16. There are probably thousands of Darfur intellectuals in the diaspora. They are linked to the cause of Darfur in many ways and are involved in local and international initiatives around Darfur; many of them are also linked to civil society organizations in Darfur whether directly or indirectly. Large groups of them are also organized abroad around the cause of Darfur and are ready to contribute positively and constructively to recovery and development in Darfur. Such groups could be mapped and approached through UNDP TOKTEN project. In this respect the mapping and characterizing of CSOs groups of the rebel movements could also be tried and their capacity development needs identified for constructive future engagements and integration in the broad spectrum of Darfur CSOs.

15. Research institutions, especially Peace Centres in the three Darfur States remain active actors especially in the fields of training and capacity developemt in relation to conflict analysis and peace building; this is besides their role as providers of platforms for bpublic discussions and debate. The Centres also had established links to UNDP Rule of Law Project fover the years. The capacities of these centres need to be mapped and addressed so that they could play more positive and constructive role as potential partners to UNDP Livelihoods and Peace Building Project.

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Annex (1): Darfur States: CSOs's General Profile

a. North Darfur

S/N	CSOs/ organization	Establishment Date	Legal Status	Date of Registration	Date of Start	Area of Operation	Specialization	Target
1	National Foundation for Development and Reconstruction	2006	Registered	2006	2007	NORTH DARFUR	Health and education	IDPs
2	El Zahaf el Akhdar Organization	2000	Registered - KHRT	2009	2009	ND	Social services	Youth
3	Darfur for peace and Development	2007	Registered	2007	2007	ND	Peace building and Capacity development	Women and children
4	Aiadi El Khair Voluntary Rural Development	2008	Registered	2008	2008	ND-Kernoy -Tina	Social services	Women, children, and Age
5	Nida El El Fashir Charity	2007	Registered	2008	2009	ND-El Fashir	Humanitarian	
6	Voluntary Network for Rural helping and Development	2005	Registered	2006	2005	ND-El Fashir	Agriculture and Water and Education	Women
7	Live Making Organization	2004	Registered	2006	2006	ND	CBOs	Women and children-
8	Human Development hands	2007	Registered	2007	2007	ND- El Fashir - Tawila	Capacity building	
9	Kerwa Charity Society	2009	Registered	2009	2009	ND- Darelslam	Health, education, env. Sanitation	Women, students, Age, Disables
10	Women rural development	2001	Registered	2003	2001	ND	DEVELOPMENT	WOMEN
11	El Raheig El Makhatoum	2004	Registered	2005	2005	ND-El Fashir	Humanitarian	Women ,children
12	Kufut Woman Development Org.	1995	Registered	2000	1995	ND-El Fashir-Kefout	Social development	Women
13	Woman development association-Shagra	1997	Registered	2006	1998	ND-El Fashir-Shagra	Social development	Women and children
14	El Rayiafa Charity Org	2007	Registered	2007	2007	ND-El Fashir	Social Services	Hai Reif Population
15	Veterinary Charity organization	2006	Registered	2009	2009	ND	Vet. Services	Pastoralists and agro-pastoralists
16	Sustainable Action Group	1999	Registered	2001	1999	ND	Relief, health	Women and children

17	El Massar For Pastoral Development	2000	Registered	2001	2001	ND- Kabkapyia, Kutum,	Health, Education, Water, environment	Pastoralists
18	Kabkabyia Small Farmers Development	1986	Registered	1989	1989	ND-Kabkapyia	Agriculture, livelihoods	Small Farmers
19	Gutas for peace and Development	2003	Registered	2003	2003	ND-	Education, Health,Water and Peace building	Women and youth
20	Awen el Maraa	2007	Registered	2007	2007	ND	Women Development	Women
21	Dar Tor	2006	Registered	2007	2007	ND- Um Baro	Education, health, Water	IDPs, Poor
22	El Nagem El Thalis	2005	Registered	2005	2005	ND-Sereif	Humanitarian	Youth
23	Um El Keram	1995	Registered	1995	1995	ND-El Fashir	Training, Seed Distribution, Environment, restocking	Poor women
24	National Organization for Environmental Protection	2009	Registered	2009	2009	ND	Environment	Both men and women
25	Islamic Medical Society	1984	Registered	1984	2004	ND	Health services	Women and men
26	El Trabut Foundation	2006	Registered	2006	2006	ND	Education, Health, Water	Women and men
27	Darfur of Rehabilitation and Development	2007	Registered	2007	2007	ND	Rehabilitation, recovery	Women and children
28	National Org for Compacting Bad Practices	1992	Registered	1992	1992	ND	Extension and awareness	Children and women
29	Peace and Rural Development Association	2008	Registered	2008	2008	ND	Recovery	Orphans
30	Dar El Salam For Development	1985	Registered	1985	1985	ND	Livelihoods	Rural people
31	Feta Berno Charity Association	2009	Registered	2009	2009	ND	Capacity building	Area/ethnic Based
32	Humanitarian Aid Organization	1999	Registered	1999	2003	ND-Darelsalam	Social and extension services	IDPs (Zemzem)
33	Development Cultural Group	1999	Registered	1999	1999	ND	SERVICES	COMMUNITY
34	Wadi Kutum Agricultural Extension Development	1996	Registered	1996	1997	ND-KUTUM	Agri. And IGAs	Farmers in Kutum
35	Jebal El Meidob Organization	2003	Registered	2003	2003	ND-Malha	Educat, health, water, peace building	Communities in Malha
36	National Organization for Humanitarian Services	2009	Registered	2009	2009	ND	Humanitarian IDPs	IDPs
37	El El Fashir Network for Rural Development	2005	Registered	2009	2009	ND	Educt, Health, community development	Women and children
38	Darfur Development and Reconstruction Agency (DRA)	2007	Registered	2007	2008	ND	Livelihoods, capacity building	Women, children, Youth, CBOs
39	Kairan Um El Gura Development organization	2008	Registered	2008	2008	ND- Um el Gura	Recovery and Development	Um El Gura Communities
40	Nafir El Khair Association	2004	Registered	2004	2005	ND- El Fashir	Humanitarian	Poorer

41	Al Argoun Charity Association	2003	Registered	2003	2003	ND	Humanitarian	Women
42	Sustainable Development Society	2006	Registered	2006	2006	ND-El Fashir	Humanitarian	IDPs
43	Lem El Shamel Charity Org.	2007	Registered	2007	2008	ND-Seraf Omra	Capacity Building	Women and Children
44	Kefut Productive Families	1996	Registered	1996	1996	ND -El Fashir	Livelihood	Women
45	HIV Friends association	2007	Registered	2007	2008	ND-El Fashir	HIV Awareness	HIV Affected
46	El El Fashir Peace Centre	2009	Registered	2009	2009	ND-El Fashir	Humanitarian and Peace building	IDPs
47	Um Hegilieg Peace Building	2005	Registered	2006	2006	ND-Giailig	Community Development	Women
48	El Fager Orphans Organization	2008	Registered	2008	2008	ND-El Fashir	Humanitarian	Orphans
49	Islam Dawn Youth	2005	Registered	2005	2005	ND	Health and education	IDPs
50	African Org for Family & Child Care	2006	Registered	2008	2008	ND	Social services	Youth
51	Utash for Peace and Development	1999	Registered	2005	2005	ND	Peace building and Capacity development	Women and children
52	Call for Sudanese Development	2002	Registered	2006	2006	ND	Social services	Women, children, and Age
53	Ganadeel El Noor	2001	Registered	1999	1999	ND	Humanitarian	
54	El Fashir Black smith Charitable Society	2008	Registered	2008	2008	El Fashir	Recovery	Black smiths
55	National Corporation for Development	2006	Registered	2001	2001	ND	CBOs	Women and children-
56	International Mercy Hands for Woman & Child Development	2007	Registered	2003	2003	ND	Capacity building	
57	Peaceful Co-existence Society	2007	Registered	2006	2006	ND-	Health, education, env. Sanitation	Women, students, Age, Disables
58	Women Network for Skills and Capacity Development	2004	Registered	2007	2007	ND	DEVELOPMENT	WOMEN
59	Seedy Charitable Society	2002	Registered	2007	2007	ND-KUTUM	Humanitarian	Women ,children
60	African forgiveness Org	2007	Registered	2004	2004	ND	Social development	Women
61	Rural Charitable Org	2004	Registered	2002	2002	ND	Social development	Women and children
62	Rebaika for Orphans and Widows	2008	Registered	2008	2008	El Fashir	Social Services(Orphan Care)	Orphans care, widows women and children
63	Voluntary Society for Child 7 women Care	2005	Registered	2004	2004	ND	Vet. Services	Pastoralists and agro-pastoralists
64	Women and Peace Capacity Development Net work	2002	Registered	2005	2005	ND	Relief, health	Women and children
65	Women Extension and Development Society	2003	Registered	2005	2005	ND- El Fashir	Health, Education, Water, environment	Pastoralists

66	Umm Jima'a Charitable Society	2001	Registered	2002	2002	ND	Agriculture, livelihoods	Small Farmers
67	Selsabeel Charitable	2000	Registered	2003	2003	ND-El Fashir	Education, Health,Water and Peace building	Women and youth
68	Bashaier El Khair Charitable	2005	Registered	2001	2001	ND-Seraf Omra	Women Development	Women
69	Darfur Women Org	2002	Registered	2000	2000	ND -El Fashir	Education, health, Water	IDPs, Poor
70	Women National Support	2007	Registered	2005	2005	ND-El Fashir	Humanitarian	Youth
71	Women for Development and Child Care	2003	Registered	2002	2002	ND-El Fashir	Training, Seed Distribution, Environment, restocking	Poor women
72	Legal Approved Women Charitable Agent	2006	Registered	2007	2007	ND-Giailig	Environment	Both men and women
73	Woman at Dar Es Salam	2002	Registered	2003	2003	ND-El Fashir	Health services	Women and men
74	Women Development society	2001	Registered	2006	2006	ND	Education, Health, Water	Women and men
75	Al Hamra Wasat Charitable Society for women development	2005	Registered	2002	2002	ND	Rehabilitation, recovery	Women and children
76	Jebel Heraiz Development Charitable Society	2001	Registered	2001	2001	ND	Extension and awareness	Children and women
77	Youth Society for Ja'ur Development	2006	Registered	2005	2005	ND	Recovery	Orphans
78	Mother Org for Orphans Care – Kuma	2004	Registered	2001	2001	ND	Livelihoods	Rural people
79	Women Development Charitable Society – Kebkabiya	2001	Registered	2006	2006	ND	Capacity building	Area/ethnic Based
80	Women Development Charitable Society – Hajer Sari	1999	Registered	2004	2004	ND	Social and extension services	IDPs (Zemzem)
81	Marketing Network	2000	Registered	2001	2001	ND	SERVICES	COMMUNITY
82	Farmer Development Society	1985	Registered	1999	1999	ND-Darelsalam	Agri. And IGAs	Farmers in Kutum
83	Sultan Shawu Charitable Society	1985	Registered	2000	2000	ND	Educat, health, water, peace building	Communities in Malha
84	Al Sidra Society for Kenana Area Development	1996	Registered	1985	1985	ND	Humanitarian IDPs	IDPs
85	Fardal Village Council Development Society	2007	Registered	1985	1985	ND-	Educt, Health, community development	Women and children
86	Ajaweed Charitable for Peace and Reconciliation	2007	Registered	1996	1996	ND	Livelihoods, capacity building	Women, children, Youth, CBOs
87	Namudu Social Charitable Society	2004	Registered	2007	2007	ND	Recovery and Development	Um El Gura Communities
88	Sag En Nam Developmental Charitable Society	2000	Registered	2007	2007	ND	Humanitarian	Poorer
89	Social Charitable Fund For High Secondly School Teachers	2001	Registered	2004	2004	ND-	Health and education	Women

90	Rehaid Al Berdi People Charitable Fund	2000	Registered	2000	2000	ND- El Fashir	Social services	IDPs
91	Kail Alaoun Charitable Society	2005	Registered	2001	2001	ND	Peace building and Capacity development	Women and Children
92	Solidarity Charitable Society	2006	Registered	2000	2000	ND-El Fashir	Social services	Women
93	Charitable Society for Wad'a Development	2001	Registered	2005	2005	ND-	Humanitarian	HIV Affected
94	Dar Gala Development Charitable Society	2001	Registered	2006	2006	ND -El Fashir	Agriculture and Water and Education	IDPs
95	Al Bina Charitable Society	2005	Registered	2001	2001	ND-El Fashir	CBOs	Women
96	Wada'a Area Graduate Society	2001	Registered	2001	2001	ND-El Fashir	Capacity building	Orphans
97	Malaria and Kalazaar Control Friend	2004	Registered	2005	2005	ND-Giailig	Health, education, env. Sanitation	IDPs
98	Sudanese Society for Disable Care and Rehabilitation	2002	Registered	2001	2001	ND-El Fashir	DEVELOPMENT	Women and children
99	Noor Al Madina Voluntary Society	2006	Registered	2004	2004	ND- El Fashir	Humanitarian	IDPs
100	Dar Touweer Developmental Society	2007	Registered	2002	2002	ND	Social development	IDPs
101	Tagabo Charitable Society	2007	Registered	2006	2006	ND-El Fashir	Social development	Orphans
102	Manasik Charitable for Orphans Care	1998	Registered	2007	2007	ND-	Social Services	Disables
103	Heritage, Culture and Art Conservation	1999	Registered	2007	2007	ND -El Fashir	Social Services	Disables
104	Sudanese Environmental Conservation Society	1987	Registered	1998	1998	ND-El Fashir	Awareness	communities

b. West Darfur

S/N	CSOs/ organization	Estab. Date	Legal Status	Regist. Date	Date of Start	Area of Operation	Specialization	Target
1	Women white Hands	2005	Registered	2005	2005	WD-Genena	Women and Child Development	Women and children
2	El Aiyad El Baida	1983	Registered	1983	1983	ẀD-Geneina	Development and Humanitarian	Poor communities
3	Gelani for Social Development	2007	Registered	2007	2007	WD- Geniena	Community development	Women and children
4	Sudan General Woman Union	1973	Registered	1973	1973	WD-	Women Development	Women
5	Children Development	1999	Registered	1999	1999	WD-Genina	Child protection	Children
6	Community Friendly Initiative	1997	Registered	1997	1997	WD-Geniena,	Development	Pastoralists

7	Sudan Humanitarian Aid	2006	Registered	2006	2006	WD-Geniena	Humanitarian	IDPs
8	El Ber Wa El tawsul	2000	Registered	2000	2000	WD-Geniena	Humanitarian and cultural	Women
9	Sudan Human Peace	2007	Registered	2007	2007	WD-Geniena	Recovery	Communities
10	Community Development	2004	Registered	2004	2004	WD-Geneina	Community development	Local people
11	Rowad El Salam and Development	1995	Registered	1995	1995	WD-Geniena	Recovery	Communities
12	Esra Charity	2007	Registered	2007	2007	WD-Geniena	Education, health,	IDPs
13	Sudanese Crescent society	1956	Registered	1956	1956	WD-Geniena	Social services	Pastoralists, IDPs, refugees
14	Islamic Medical Association	1983	Registered	2006	2006	WD-Geniena	Health	Men, women, children
15	El Massar	2001	Registered	2001	2001	WD-Geniena	Development	Pastoralists and agro
16	Mohamed Hahar El Din Society	2005	Registered	2005	2005	WD-Geneina	Humanitarian	IDPs and Orphans
17	El Quraan El Kareem	1983	Registered	1983	1983	WD-Geneina	Recovery	IDPs
18	Wadi Kega	2007	Registered	2007	2007	WD-Geneina	Health	Communities
19	Sudanese Human Protection	1973	Registered	1973	1973	WD-Geneina	Health	Communities
20	Neba Associations	1999	Registered	1999	1999	WD-Geneina	Education, Health	Communities
21	Tiwiza for Relief	1997	Registered	1997	1997	WD-Geneina	Education, Social care	Women
22	El Salam Charity	2006	Registered	2006	2006	WD-Geneina	NA	NA
23	Egra charity	2000	Registered	2000	2000	WD- Habilla	Peace	Communities
24	Senabil Charity	2007	Registered	2007	2007	WD-Geneina	Development	Communities
25	Rabih Org	2005	Registered	2005	2005	WD-Geneina	Social services	Communities
26	Senad Charity	1983	Registered	1983	1983	WD-Geneina	Health	Communities
27	Wide Life org.	2007	Registered	2007	2007	WD	Recovery	Wide Life
28	Widows Charity	1973	Registered	1973	1973	WD	Relief	Widows women
29	El Feger	1999	Registered	1999	1999	WD	Social Services	Women and Children
30	Darfur HIV Network	1997	Registered	1997	1997	WD	Recovery	Poor Communities
31	El Goni Org.	2006	Registered	2006	2006	WD	Social Services	Women
32	Dorti Association	2000	Registered	2000	2000	WD	emergency	IDPs
33	Community for Reform and Equity	2007	Registered	2007	2007	WD	Recovery	Poor Communities
43	Mistri Sons	2005	Registered	2005	2005	WD	Social Services	Poor Communities
35	Bushriat El Takaful	1983	Registered	1983	1983	WD	emergency	Women and children
36	People Development Corporation	2007	Registered	2007	2007	WD	Recovery	Poor Communities
37	Ebad El Rahman	2001	Registered	2001	2001	WD	Relief	Poor Communities
38	Students Peace Support	2007	Registered	2007	2007	WD	Peace building	Students
39	Our roots for peace and sustainable development	2006	Registered	2006	2006	Zalingei	Public education	Pupils of basic level schools

40	Kinna social charity development organization	2006	Registered	2006	2006	Zalingei	Education, health and orphans care	Pupils of basic level schools and orphans
41	Sudanese environment conservation society	1999	Registered	1999	1999	Zalingei	Environment, health and education	Resident community
42	Elikha waltawasul	2006	Registered	2006	2006	Zalingei	Capacity building, health and education	Children, women and men
43	Deaf Union	2001	Registered	2007	2007	Zalingei	Care and capacity building of deaf	Deaf women, men, children and youth
44	Khairat Azum society	1997	Registered	2006	2006	Zalingei	Health, education, environment	Residence and IDPs
45	Sudanese national union for disables	1993	Registered	1993	1993	Zalingei, Wadi Salih	Capacity building of disables and provision of mobility means for them	Disables
46	Wadi Baraka charity and orphans care organization	2000	Registered	2006	2006	Zalingei	Orphans care	Orphans and widows
47	Centre for peace and development studies	2000	Registered	2000	2000	All WD state	Peace building and capacity building and research	IDPs, students, resident community, CSOs and civil administration
48	Eltagawa Elniswia elkairya	2009	Registered	2009	2009	Zalingei	Women capacity building	Women sector
49	Sudanese red crescent society	1956	Registered	2001	2001in Zalingei	Zalingei and its rural areas	Health and agriculture	Rural and urban community
50	Eljamiaya Elkhaiyria –Hay Elkaranik	2006	Registered	2006	2006	Zalingei	Environmental health, Mosque rehabilitation and kindergartens	Hay Elkaranik community
51	General Sudanese women union	1992	Registered	1992	1992	Zalingei	Women and child issues	Women and child sector
52	Elmanar charity and development organization	2008	registered	2008	2008	Jebel Marra	Education, health, peace, agriculture, paternalism and women	Education and health sector
53	Zakia centre for women and child development	2002	registered	2006	2006	Zalingei	Women training in income generating activities	Women and children
54	El Sunobra Org.	2006	Registered	2006	NA (not active)	Zalingei	Social care	Community
55	Lubna Org.	2005	Registered	2005	2006	Zalingei	Education	Women, Children
56	El Myarim	2003	Registered	2003	NA	Zalingei	Market regulations	Markets
57	Kheyrat Azoum	2007	Registered	2007	NA (not active)	Zalingei	Education, Environment	Community

C. South Darfur

S/N	CSOs/ organization	Estab. Date	Legal Status	Date of Regist.	Start. Date	Area of Operation	Specialization	Target
1	Khawla Benit Al Azwar	2004	Repositioned	2004	2004	SD-Ed El Fersan	Voluntary repatriation	IDPs, Women and Youth
2	Orphans Care	2004	registered	2004	2004	SD-Nyala	Voluntary repatriation	Women and children
3	Rehaid Tosan Network	2004	registered	2004	2004	SD-Nyala	Water and Sanitation	Communities
4	El Hidayai for Disables care	2007	registered	2008	2008	SD-Nyala	Orphans, IDPS	IDPs
5	Journalists association	2009	registered	2009	2009	SD-all localities	Community and government	3Communities
6	Reiheen El salam	2004	registered	2005	2005	SD-Nyala and Edel Fersan	Public Health, Children and Women	IDPs, Returnees
7-	Elina for Rehabilitation and Development	2009	registered	2009	2009	SD	Heath and Education	Pastoralist, Farmers, Women and children
8	El Ghous Hand Association	2006	registered	2009	2007	SD-Nyala	Disables	IDPs, Disables
9	EL Agyal for women and children	2006	registered	2006	2006	SD. Nyala	IDPs Camps	IDPs (women and children)
10	Sudanese Red Crescent	1992	registered	-	1992	SD-Nyala	Relief and Sanitation	War affected communities
11	Rehabilitation and Development Organization	2007	registered	2007	2007	SD-Nyala	Education, Heath, Water Peace building	-
12	El Sahabiya for rehabilitation and Development	2004	registered	2004	2004	SD-Kass, Nyala	Agriculture, Water, Education, Peace building	IDPs
13	HIV Net Work	2005	registered	2005	2005	SD-Nyala	Capacity Building	Women, Youth, Military forces
14	Popular Committee for Relief and Development	1984	registered	1984	1984	SD-Nyala	Emergency and rehabilitation	Affected Communities
15	El Rowad for Training	2009	registered	2009	2009	SD-Nyala	Rehabilitation and development	Women CBOs and Local NGOs
16	Goodwill Organization	2004	registered	2004	2004	SD-Nyala	Development and legal Aid	Women and children
17	El Watenyia for Development	2002	registered	2009	2004	SD-Nyala	Livelihoods	Community
18	El Manal for Rehabilitation and Development	2008	registered	2008	2009	SD-Edel Fursan Tolus, Rheid El Berdi	Health and Education	IDPs
19	El Shamael For Human Assistance	2008	registered	2008	2008	SD-Nyala	Health and Education	IDPs, Returnees

20	Um Zeinab for Orphans Care	2007	registered	2006	2007	SD- Dein, Bahr El arab	Education	Disables
21	El Ghosa Charity	2006	registered	2006	2006	SD-Nyala	Social Services and Capacity Building	Disables
22	Fathiya for Development	2008	registered	2008	2009	SD-Rehaid El Berdi ,El Wuhda	Peace building and development	Women, Children, elders
23	El Raga for Development	1999	registered	2004	2005	SD-Tolus	Education, health, protection	IDPs, women and children
24	Mobadiroun for Disaster Management	2005	registered	2009	2005	SD-Nyala	Agriculture, health, education, awareness	IDPs, Women and Youth
25	Anhar for Disables	2008	registered	2008	2008	S.D-Nyala	Education, health services	IDPs, Disables
26	Medina Gender Centre	2003	registered	2003	2004	SD_Nyala, Kass, Camps	Capacity building, gender development	IDPs, Women and children
27	Mouna for Renewable Energy	2006	registered	2007	2006	SD-Nyala	Energy, Agriculture, and peace building	Communities،
28	Peace and Development Centre	2000	registered	2000	2000	SD-Nyala	Peace building and conflict resolution	IDPs, CBOs
29	Iklas for Women and children	2008	registered	2008	2009	SD-Nyala	Health care	IDPs
30	Fialeg El Salam	2006	registered	2009	2006	SD-Nyala	Agriculture, Health, and livelihoods	IDPs
31	Sun Light for Development	2008	registered	2008	2008	SD	Development	Disables
32	Poverty Reduction Network	2008	registered	2008	2008	SD-Nyala	Development	IDPs
33	Sudanese Church of Councils	1965	Repositioned	1965	2004	SD-Nyala	Education, Health and Protection	Communities
34	Noun Charity	2006	registered	2006	2006	SD-Edel Fursan	Agriculture, Livestock	Communities
35	Sudan Aid	1972	Repositioned	2009	2004	SD-Nyala	Community Development, Disaster management	IDPs
36	El Hawara Org	2007	registered	2007	2007	Three states	Education, Health, Relief	Communities
37	Sustainable development	2004	registered	2009	2004	Three States	livelihoods	Communities
38	Women development	2009	registered	2009	2009	SD	Women development	IDPs, Children
39	Gadam el Khair	2006	registered	2009	2006	SD-	Education, Health, Protection	Communities
40	Support for Women and children	2006	registered	2006	2006	SD-Nyala	Health, education, Rule of law	Women , children
41	Senabil for Health	2009	registered	2009	2009	SD- Camps	Health	IDPs
42	Extended Family	2005	Repositioned	2009	2006	SD-Nyala	Livelihood and reconciliation	IDPs, Pastoralists

43	Coexistence African Leadership	1994	registered	2009	2009	SD-Nyala	Education and Conflict resolution	Communities
44	Peace and Development	2003	Repositioned	2003	2009	SD-El Salam El Wohda	Women development	IDPs
45	Sudanese Disable Union	1984	registered	1990	1984	SD-Nyala	Capacity building, Advocacy	Disables
46	Rofida health Foundation	2000	registered	2004	2004	SD-Nyala	Health and Capacity Building	Women and children
47	Besam Charity	2008	registered	2008	2008	SD -Nyala	Emergency	Women and children
48	El Busra Organization	2006	registered	2008	2008	SD- Shaeryia	Water, Health, education	IDPs
49	Waad for Rehabilitation and Development	2004	registered	2004	2005	SD-Nyala	Peace Building and Environment	IDPs, Women and children
50	Um El Keram Org	2004	registered	2004	2004	SD-Nyala	Protection, Capacity Building	Women and children
51	Productive Projects Development	2006	Repositioned	2006	2006	SD- Nyala	Agriculture, Livestock	Women and children
52	Community Building Foundation	2005	registered	2005	2005	SD-Nyala	Repatriation and Peace building	IDPs, Orphans
53	El Besma El Khayria	2004	Repositioned	2004	2004	SD-Nyala	Health and Education	IDPs
54	El Bawdi	2009	registered	2009	2009	SD	Recovery, humanitarian and Development	Communities
55	Aba	2004	registered	2004	2004	SD	Pastoral development	Communities
56	Pastoral Development	2008	registered	2008	2008	SD	Humanitarian	Women and children
57	El Bir organization	2008	registered	2008	2008	SD-Nyala	Education, Health and Rehabilitation	IDPs
58	El Wifag foundation	2009	registered	2009	2009	SD-Buram	Education, Environment, Extension	Communities
59	Ashab El Rehma	2006	registered	2006	2006	SD-Nyala	Disables	IDPS, Disables
60	Environment, peace and Development	2006	Repositioned	2006	2006	SD	Emergency and rehabilitation	IDPs, Women and children
61	Heraza for Peace and Development	2002	registered	2002	2002	SD-Nyala	Conflict Resolution, Peace building and Social services	IDPs, Women and children
62	El Daawa	2001	Repositioned	2001	2001	SD- Salam El Wohda	Rehabilitation	Communities
63	Ahlam Charity	1986	registered	1986	1986	SD-Belil and Ed El Fursan	Trauma and Women Development	War affected women
64	Shadow	2007	registered	2007	2008	SD- El Salam	Capacity building and peace building	Women and children
65	Um Sadam	2006	registered	2006	2006	SD-Rehaied El	Education, Health, Environment,	Communities

						Berdi	relief	
66	Manart El Mara	2000	registered	2000	2000	SD- Ed el Fursan	Women and child development	Women and children
67	El Massar	2001	registered	2001	2002	SD-Nyala	Education, Environment	Pastoralists
68	Ftima El Zehra	2005	registered	2006	2005	SD-Rehaied El Berdi	Education, Health, Agriculture	Women and Children
69	El Trabut Foundation	2004	Repositioned	2004	2005	SD- Shareyia Belil	Women and child development	Women and children
70	Peace Cultur Association	2007	registered	2008	2008	SD-Nyala	Rehabilitation and development	IDPs,
71	Peace Building an d Equity	2009	Repositioned	2009	2009	SD-Kelma	Mediation, Legal Aid, Peace building	War affected
72	Legal Aid	2009	registered	2009	2009	SD-Kass	Legal Aid, Reconciliation	IDPs, Youth
73	Small crafts Union	1983	registered	1983	1983	SD-Nyala	Vocational training	Drops out
74	Abrar El Khayria	2006	Repositioned	1983	1983	SD-Nyala	Emergency	Women
75	Radoum Organization	2000	registered	2006	2006	SD-Nyala	Social Service	IDPs
76	Hufrat El Nihas	2001	Repositioned	2000	2000	SD-Nyala	Social Services	Hufrat elnihas community
77	Gogan Organization	2005	registered	2001	2001	SD-Nyala	relief	IDPs
78	Project Promotion and Development	2004	registered	2005	2005	SD-Nyala	Capacity Building	Rural Communities
79	Global Development	2007	Repositioned	2004	2004	SD-Nyala	Livelihood	IDPs
80	Working Women Association	2006	registered	2007	2007	SD-Nyala	Social Services	Women

Annex 2:

MAPPING AND CAPACITY ASSESSMENT WORKSHOP REPORT

KHARTOUM-BASED DARFUR (CSOs)

REPORT

1. INTRODUCTION

1.1   This report falls within the framework of "Mapping and Capacity Assessment of Civil Society Organizations in Darfur", an assignment undertaken for the project "Enhancing Livelihood Opportunities and Building Social Capital for New Livelihood Strategies in Darfur". The overall objective of the assignment is *"to conduct mapping and capacity assessment of field based NGOs and CBOs working in the focus areas of the Darfur Livelihoods Programme in order to facilitate the selection and capacity development support of NGO and CBO partners by UNDP".*

1.2   As maintained by the methodological framework presented by PDS Darfur based CSOs at various levels of governance in the region appear to be connected to Khartoum-based Darfur civil society organizations and structures that in many ways affect the direction of actions and events in the region including issues of capacity assessment and development. Because of that the mapping and capacity assessment of Khartoum-based Darfurian civil society organizations has been envisaged and agreed upon as the first and most appropriate entry point for proper and informed understanding of Darfur based CSOs.

2. METHODOLOGY

2.1   The mapping and capacity assessment process was conducted through the following techniques:
- o Desk review of available literature. It was found that number of attempts were made, particularly in 2007 and 2008 to , map Khartoum-based CSOs. In spite of the numerous gaps encountered the material proved very useful in furnishing the basis for mapping and capacity assessment.
- o One-day consultative workshop in Khartoum organized in collaboration with Darfur Development and Reconstruction Agency (DRA). The selection of DRA was intended because of its nature as Darfurian civil society organization with visible and recognizable presence in both Darfur and Khartoum.
- o Subsequent group meeting

2.2   The Consultative Workshop:

The workshop was preceded by literature review and general mapping of Khartoum-based Darfur CSOs/NGOs; the findings were presented at the workshop. Background to the workshop and its objectives was provided by PDS (box below).

The workshop was grounded in a highly participatory and cross learning and experience sharing approach; every participant was adequately helped and given the chance to express his/her views and opinions; both plenary and group work techniques were used.

### 2.3	Participants:

The participants were individuals representing 35 CSOs/NGOs, all have direct engagements on Darfur and are all based in Khartoum. These participants were selected from a bigger audience of Khartoum-based CSOs/NGOs. According to assessments carried out by DRA, there seems to be numerous numbers of

CSOs/NGOs currently registered at the Humanitarian Aid Commission (HAC). However, not many of these are actually either currently operational in Darfur or formed by people with any direct link with Darfur. Those seemingly directly linked appear to number a few hundreds.

Participants (Annex 1) have represented different geographical and tribal backgrounds and varying degrees of skills, knowledge and levels of engagement on Darfur. Clearly, there were some with exceptional excellent knowledge and skills on the roles to be played or enjoyed by CSOs/NGOs whatever their focus is. The participants also represented long practicing NGO personnel, academicians, long-serving civil servants, native administration leaders, CSOa activists and service providers on the ground. Remarkably, 46% of the participants were women; a clear indication that women led CSOs/NGOs should be given the attention due in order to grow and perfectly functioning.

3. KHARTOUM – BASED DARFUR CSOs/NGOs

3.1 The mapping process shows that there are around 229 Darfurian CSOs/NGOs based in Khartoum (Annex 2). The mapping shows that Darfur CSOs/NGOs in Khartoum reflect conspicuous variations in terms of geographical and tribal affiliations, Many of the organizations hold the name of geographical locations (Wadi Hawar, Jibal Midob, Jebel Merra, Wadi Azom, Radom, Kabkabiyya, Al Sireif, wadi baraka, Wadi Barae, Wadi Turu, El Fashie, Burush, dar Birgid, Wadi Kafout,Jebel Moon, Hufrat El Nihas) and nearly all major tribal groups in the region have their own civic structures or NGOs. CSOs/NGOs also reflect a wide range of engagement. Humanitarian work, women and children, rural development, education and health, environment, peace building, local culture and focus on nomadic population are the main areas of engagement. The overwhelming majority of CSOs, however, do not reflect a specific focus.

3.2 Characteristics of CSOs/NGOs

Khartoum-based Darfur CSOs/NGOs share common characteristics (box)

Characteristics of Khartoum-based Darfurian CSOs/NGOs
o Almost all CSOs/NGOs are moderately small and are in transition; a lot of essential needs still exist.
o Least connected; although these CSO/NGOs are based in Khartoum there isn't much that brings them together and communication tends to be minimal
o They are starkly pro or against government
o Apparent fragmentation based on ethnic, tribal, political and geographical affiliations
o Failure to present well audited fund/resource use reports.
o Continuously divide and redivide; networks are not safe either.
o Face fund-raising difficulties – mostly have no fund-raising strategies with funds being raised on ad hoc basis.
o Ethnicity-based or affected with clear division between "ours" and "theirs".
o Management and administrative capacities are limited.
o Losing contact with constituencies
o Weak accountability mechanisms.
o Virtually very little knowledge about laws and procedures including the voluntary Action of 2006!
o Extremely limited knowledge about donor mandates
o Facing great difficulties to re-register and re-register

3.2 Capacity Assessment

Participants' views were very diverse and covered various aspects of CSOs/NGOs life. Mostly the views revolved around the ability of these CSO/NGOs to make any contribution to improve the lives of its concerned communities. An exercise on SWOT analysis to identify strengths, weakness, opportunities and threats was conducted. What follows are the results.

Strengths:
- ✓ Most of these CSOS/NGOs have actual presence on the ground
- ✓ There are already existing networking trials and experiences; normally increase knowledge and work force of these CSOs/NGOs.
- ✓ Knowledge and nderstanding of Darfur context in terms of history, society, traditions and social interrelationships
- ✓ The relative ease to make contacts with the Darfurian community; despite conflict ramifications, it is still very easy to interact with the Darfurian community especially the affected ones.
- ✓ Most of these CSOs/NGOs are of indigenous nature.
- ✓ The presence of experienced Darfurians working with INGOs, embassies, donor communities etc and are available to support these CSOs/NGOs.
- ✓ Increased partnering and networking with INGOs and local organisations.
- ✓ There is a general recognition that CSOs/NGOs represent the best entry points for those intend to support communities represented by CSOs/NGOs.

Weaknesses:
- ✓ Localised belongings and associations
- ✓ Very limited knowledge of humanitarian work principles (transparency, neutrality, accountability, institutionalization and credibility)
- ✓ Limited logistical capacities;
- ✓ lack of coordination and communication;
- ✓ Limited strategic visioning.
- ✓ Limited professional capacity.
- ✓ Limited access to information;
- ✓ Lack of clarity over mandate
- ✓ Fragmented along ethnic, geographical and tribal affiliations
- ✓ Very poor communication base and skills;
- ✓ Inability to relate and communicate with constituencies;
- ✓ Inability to benefit and make use of experiences with others
- ✓ Loss of self confidence and esteem;
- ✓ Bare knowledge on laws and regulations;
- ✓ Under-resourced and poorly staffed.
- ✓ Easily played against each other;
- ✓ Most of CSOs/NGOs have no structural setups;
- ✓ Lack of institutionalization.\

Opportunities:
- ✓ There exists a culture of reconciliation among Darfurian tribes which is used by CSOs to bring peace and conflict settlement.
- ✓ There are a number of specialised UN agencies ready to supports.
- ✓ Easy Communication;
- ✓ The presence of federalism gives more power to the CSOs/NGOs state level.

- ✓ The very presence of the Darfur conflict;
- ✓ The decision to Sudanise the voluntary work;
- ✓ The Darfurian demography;
- ✓ Improved communication infrastructure;
- ✓ There exist a huge number of institutions ready to fund and assist to settle the Darfur problem.
- ✓ Availability of material and human resources available to CSOs/NGOs;
- ✓ State of Pro-activity available among CSOs/NGOs;
- ✓ Availability of training institutions and enterprises;
- ✓ Easiness to create relations with Donors;
- ✓ Darfur youth available to be utilized for work;
- ✓ Media prevalence and wide coverage;
- ✓ There exist a voluntary attitude amongst Darfurian CSOs/NGOs;
- ✓ There is a growing understanding of the importance of gender and women participation;
- ✓ Some CSOs/NGOs are now starting to strategise and plan for their work;
- ✓ Increased awareness of HRs work;

Threats:
- ✓ Lack of security – both at work level and security of CSO/NGO sustainability;
- ✓ Unstable/guaranteed funding (there are currently different funding policies and are not unified.
- ✓ Ever increasing polarization, politicization and manipulation0 NGOs/CSOs that secure no government blessing are bound to be dysfunctional;
- ✓ Tribal animosities that trickle down to impact negatively on CSOs/NGOs;
- ✓ Lack of clear institutional structures;
- ✓ Financial corruption as many CSOs/NGOs have no accountability procedures.
- ✓ The international financial crisis and the expected dwindling of donor resources
- ✓ Unequal partnerships with the international organization; such partnerships tend to be always donor driven and directed;
- ✓ Monopoly over internal and locally available funding and its restriction to certain CSOs/NGOs;

4.   STRUCTURAL CONSTRAINTS TO CSOS/NGOS

Darfur CSOs/NGOs face numerous challenges to influence or promote meaningful actions towards sociopolitical processes and community owned and driven recovery and rehabilitation in the region. These challenges are of complex nature emanating from partisan institutions, the internal dynamics of Darfur society, the realities introduced by the conflict and the histories and objectives of these structures.

Both at the workshop and the subsequent meeting, participants took great time to reflect on the situation of their structures and the CSOs in general. There is a general unanimous agreement on the weaknesses of CSOs and its failure to make the desired influence on the ground. This is attributed to the following structural constraints:

- Perceived discriminatory policy of funding. Non-government allied CSOs/NGOs have no access to government funding. This is claimed to be a major cause of division and animosities among CSO groups

- Ministry of Humanitarian Aid, through its Department of Humanitarian Aid Commission (HAC) instead of performing its role and mandate of coordination and facilitation has changed into an implementing agency competing with CSOs/NGOs often appropriating funds that should go to civil society actors.
- Complications and confusions regarding registration of new CSOs/NGO. Re-registration is even harder.
- Fragmentation along ethnic, tribal, political and geographical affiliations with apparent ethnic polarization based on anti and pro government positions
- Most of the Khartoum-based Darfur CSOs/NGOs have a presence in Khartoum in order to be able to fund-raise, to influence decision-making and network; all could less be dome from Darfur. This makes the time of the CSO leaders more used in Khartoum than can be used to influence the situation on ground. Accordingly, link with constituencies is weaker with and agreement on priorities is confused. This is perceived ad a major source of mistrust and strained relations.

5. THE WAY FORWARD

It has been evident from the discussion and as suggested by the participants there are a number of capacity issues that need to be seriously addressed if the Khartoum-based Darfur organisations and those operating in Darfur could best be effective to make a difference. These issues include:

- Addressing the *current fragmentation* of Darfur CSOs/NGOs to maximise/capitalize on their combined efforts for a better impact making. One of the proposals to do that is to *revitalize the Darfur Net. For this purpose the experience of Darfur Net needs to be genuinely discussed and evaluated to draw lessons.* Another possible measure is the establishment of **Civil Society Fora** that could promote the objectives of communication, common understanding, cooardination and coalition building around Darfur issues particularly promotion of local peace. This fora could be branched down to the State level. Connectivity and interconnectedness between the different CSOs at various levels of governance could also be served and maintained.

- Establishment of **CSO/CSO/NGO capacity building Centre** focusing on such issues as report writing, dialogue and negotiation, lobbying and advocacy, experience sharing, strategic planning, budget management, convincing, information dissemination, communication infrastructure (CHF radios, emails, internet advertising – websites, logistics management...etc). The centre could be funded by UNDP or any other donor. ToRs for Centre need to be drafted and agreed upon by CSOs/ NGOs or their representatives. For the sustainability of this initiative UNDP may include, as one of its strategic programmes in the country, a *programme focusing on **Civil Society promotion and quality improvement***

- **Development of Engagement Strategy** (*engagement with government authorities, donors, INGOs, other CS organisation and institutions etc). This could also be supported by UNDP and other donors*
- Develop NGO/CSO/NGO Guide . This is to effectively guide CSOs and NGOs through registration processes, re-registration, programme development, engagement, dialogue and communication, procedural awareness raising etc.
- **Develop Reconciliation Guide –** this is intended **for** all CSOs engaged in peace and work reconciliation.

Khartoum-based Darfur Civil Society Organisations (CSOs) and Local NGOs

S. No.	Organisation' Name	Contact Person	State	Telephone
1	Sudanese Organisation for Wildlife Conservation	Salwa Adam Buniya	N. Darfur	0912314313
2	Al Badrain Charitable Organisation	Fatima Hamid Badr	N. and West Darfur	0911808493
3	Gibal Meidob For Development and reconstruction	Eissa Adam Bakhiet	N. Darfur	0923958185
4	Barrar Charitable Organisation	Eng. Mohammed Ahmed Barrar	S. Darfur	092307946
5	Saeid International Charitable Organisation	Ali Mustafa Hassan	N. Darfur	
6	Al Massar Charitable organisation for Nomads Development and Environmental Conservation	Safi el Nour, Abdalla Ali	Darfur/Khartoum	091285406
7	Al Radoum Charitable Organisation	Ibrahim Abdal Gadir	Darfur	0121360628
8	Wadi Hawar Populaus Corporation	Hassan Bargo	N. Darfur /Khartoum	09123014099
9	The Popular Development Organisation	M.A. Mohammed Iddress	N Darfur/Khartoum	0923269445/0912155118
10	Tabarak Charitable Organisation	Al Fadil Hamid		0912364857
11	Jebel Merra Charitable Organisation	Gaffar Ibrahim El Tahir	W. Darfur	0918462588
12	Al Tamas Charitable Organisation	Hamid Marfaa Salih	Khartoum	0912995714
13	Umm Al Kiram Charitable Organisation	Dr. Nazik Mohammed	Darfur	0912605544
14	Popular Corporation for Darfur Development	Ali Abu Zaid Ali	Khartoum	boba444@yahoo.com
15	Community Development Association	Safaa Al Agib Adam	Khartoum/W. Darfur	0914964788
16	Wadi Azoom Charitable organisation	Khalid Bilal Ahmed	N and W Darfur	0912302497
17	Rural Women Development and Promotion Society	Isaad Abul Gadir		0912193564
18	Rural Development and Conservation Organisation	Sidieg Abdalla Eibaid		0912154970
19	Adam Yagoub Charitable organisation	Mohammed Adam		0914809876
20	Sudanese Organisation for Peace and Development	Sidieg Mohammed Ismael		0912309545
21	Aal Yasir Charitable Organisation	A/Rahman Adam Salih		0918310995
22	Al Bayyan Charitable Organisation	Adam Awad El Kareem Boshi		0912309938
23	Sudanese Agency for Environment and Development Services	Ahmed Haroon A/Rahman		0912344125
24	Rouad For Rural and Environmental Development	Ismael Ahmed Eisa		091809511
25	Social peace and Tolerant Coexistence Organisation	Mohammed Naheedh Salih	W. Darfur	0912332322
26	Rural Development Organisation	Lawyer. Mohammed Adam		092222341
27	Mashaeil El Nour Organisation for Human and Applied Sciences Development	Mehadi Galgham		09122474540
28	Dar el Salaam Charitable Organisation	Omer Gandooli	N. Darfur	0912283384
29	Ahlam Charitable Organisation	Ehlam Mahadi Salih		0912629765
30	Al Tarabut Charitable Organisation	El Tayeb Abd Bashier		0912480749

31	Savanna Organisation for Development	M. Al Ameen Younis	0922753921
32	Kahdiega Bint Khuwielid Charitable Organisation	Inaam Adam Kadad	0912808677
33	Khier Ban Charitable organisation	Eng. Ahmed Eisa Ahmed	0918287789
34	El Mayarim Charitable Organisation	Mariam Eisa Ahmd	0918287789
35	Al Hayah Organisation for Development	Suleiman Adam Wadi	0924877900
36	Higher Corporation for Da'awa	Mohammed Suleiman	0918549460
37	The Charitable Organisation for Orphan Caring	Saeed M. Adam Abdalla	0925004098
38	Al Utash Association for Peace and Development	Faisal Biraima Hamid	0122765149/0912629754
39	El Qaswaa Charitable organisation	El Tayeb M. Yahya	0912747039
44	Wad Gandi Organisation for Development	Ahmed Abu Lu'lu'	0912641563
41	El Siraif Development Organisation	Dr. Ehsan Ibrahim A. Gabu	0912959542
42	Rufaida Charitable Foundation	Dr. Saad A. El Basheer	0912209014
43	Sudanese Organisation for Development and Action Against Poverty	Abbass Ibrahim Moham	0121508779
44	El Rahma for HRs in the Sudan (CSO)	Ahmed Darrano Aamir	09145855904/0122885097
45	El Naqaa' Charitable Organisation for Development	Dr. Bakhiet I. El Hadi	0912142732
46	El Shabab El Nahiedh Society	Adam Ali Mohammed	0912435189
47	El Wi'aam Charitable Organisation	Hamid Adam Yahya	0912727422
48	Partners in Malaria Combating Organisation	M. Barbar Haj Ahmed	0912368123
49	Al Inghath Charitable Organisation for Development	Abbakar Mohammed Ismael	0923274988
50	Sabeel El Huda International Organisation for Development	Sheikh. Adam Ishag	0912516143
51	Wadi Baraka Charitable organisation	Salama Ja'afar Ibrahim	0918462588
52	Wadi Turu International organisation for Development	Ga'afar Ibrahim El Tahir	0918463588
53	Kebkabiya Development an reconstruction Organisation	Zaidan//Mohammed Tahir	0912393207
54	Haraza Organisation for Peace and Development	Ni'emat Ishag Wida'a	0912158768
55	Kilaimondo Development Corporation	Dr. Hassan imam Hassan	0918212298
56	Social Peace and Environmental Development Organisation	M. El Zain El Nour	0122227100
57	El Hidaya Charitable Organisation		
58	Al Anhar Humanitarian Charitable Voluntary organisation		
59	Sudanese Alliance for Relief and Returnee Assistance		
60	Yanabie El Rahma Charitable Organisation		
61	Khaliefa Abdullahi Charitable Organisation	M.A/Rahiem Al Khaliefa	0121336815/0912239323
62	El Mi'eraj Charitable Society for Development		0912674775
63	Iyadi Organisation for human Development and Rehabilitation	A. Sharief Mohammed	
64	Fatima El Zahraa' Charitable Organisation	Adam Mohammed Iddress	
65	El Rayyan Rural Development Organisation		0912632671
66	Al Nahdha International Organisation	Asia Ammass	
67	Adr Human Security Organisation	Tahir Ali Tahir	0912300861
68	National Peace organisation	Armaan, M. T. Hassan	0918163536
69	El Salamualaikum Voluntary Organisation		
70	Al Wafaa' Organisation for Development, Peace and Environmental Conservation	Al Ansari	0912302386/0918090648

71	Health Promotion and Action On Poverty Organisation		
72	Al Sahm (arrow) Al Akhdhar (Green) Charitable Organisation	Zakariya M. Adam	0912959368
73	Bashaier for Development and Humanitarian Aid		
74	National Organisation for Humanitarian Services		0121917369/0912315875
75	Umm El Khair Society for Human Development		
76	The Charitable Organisation for the Support of Street Children	A/Kareem M. Babikir	0911600784
77	Al Kara Organisation for Human and Economic Development		
78	Al Masa'ei Al Hamieda (Genuine initiatives') Organisation		
79	Al Falaq Charitable Society	Gamal el Dien Ahmed	0121904578
80	Sustainable Development Charitable Organisation	El Sadig Imam Hassan	0912191153/0121088505
81	Al Itihad Sudanese Voluntary Charitable Organisation	Foziya Hassan Mirghani	0911299181
82	Wadi Barae Charitable Society		0912982179
83	Al Khaliefa Organisation for Orphan Help	Adam Ahmed Al Khaliefa	0
84	The popular organisation for national Unity and Peace		0
85	Wa'aad Organisation for Development and Reconstruction		0
86	Al Wuhda Society for Reconstruction and Rehabilitation		0
87	Buroosh Organisation for Development	Hafiz Mahadi Sabeel	0
88	Radunkurrah	M. Sulaiman Hassan	0912351080
89	Wuhda (Unity) Youth for Development		0121467813
90	Marsad (watch) Organisation for Women and Children Support		0
91	Nafier El Hassed Charitable Organisation	Mekki Ali Balaieyl	0912277638
92	The Integrated Women Organisation		0
93	Al Umm (mother) Nahid	Nahid El Tayeb Saleh	0912382556
94	Haskaneita Charitable Society	Hassabo	0912316063
95	The Youth Organisation		0
96	El Naseeg (fabric) Community Development Organisation	Nafeesa Hasaballah	0918263525
97	El Hafizat El Da'awiya Organisation	Zainab Ahmed El Faki	0122415506
98	Khayyar In'aam for and Orphan Action on Mines		0915959115
99	Umm Thurayya Charitable Organisation	Tariq el Tayeb	0922782434/0913666314
100	Tenkilo Voluntary Charitable Organisation	Buthaina Abdullah	0913576339
101	Al Durooni Charitable Organisation		0122004037
102	Khor Dirzoy Charitable organisation	Abdul Rahman Musa	0
103	Hufa Unimica Charitable for Development	Abdul Aziz Khatir Osman	0912130249
104	Peace Ambassadors for Humanitarian Work	Dr. Adam Boshi	0912309938
105	Zami Charitable Organisation		0
106	El Furqan Charitable Society	Jamiela Omer Gamie	0912910004
107	Umm Jumma Charitable organisation	Azah El Hajj	0122593494/0915317578
108	Dara Organisation for Reformation and Development	Salih Izzeldien Tahir	09223350649
109	El Fawaris Charitable Organisation		0
110	Malmugwa Charitable	Tibior Fariam Ngot	0912569740
111	Sidi Charitable Organisation	Sulaiman M. Sidi Ahmed	0918090648

112	Mabrouka Organisation for Development and Humanitarian Aff		0
113	Asala (authenticity) Charitable Organisation for development		0
114	The Popular Organisation for Reconstruction and Development		0
115	Shamae'il Organisation for Humanitarian Work	Ruda Adam Dosa/Eng.	0912978911/00122742587
116	Tifl El Gadeed for Development and Reconstruction	Mutwakil Adam Ibrahim	0122328945
117	Al Manar Charitable Society		0
118	Al Marhama Charitable Organisation	Dr. Habieb Mukhtoum	0912397758
119	Al Rahma Charitable organisation		0
120	Al Jauwda (the quality) for Construction and rehabilitation	Sayed Haroon A. Al	0912268617
121	Fordan Charitable Organisation	M. Bashier/Adam Eisa	0911200320/0912601842
122	Global Health Foundation	Dr. Yahya Abu Girain	0912861313
123	Al Inghaz Humanitarian	A. Allah A/Al Gadir	0912957108
124	Sudan international Centre for Human Rights	Hafiz A/ Al Rasoul	0924120402
125	Al Rahma Sudanese Organisation for HRs	Ahmed Darano/Nimir	0914585594/0122885067
126	El Shabab El Zakir Youth Organisation		0
127	Rayaheen El Salamm Organisation		0
128	El Shabab El Zakir Youth Organisation – West Darfur	Hassan Sulaiman/el Tayeb	0916000121
129	The Youth organisation for IDP return and Relocation		0
130	El Sheikh Development Organisation		0
131	Sudanese Organisation for Development of the Sahel and Desert	Aziza Hamid	0914874152
132	Al Zhai'in Organisation for Development		0
133	The National Organisation for Peace and Development	M. Fedlallah/Amir Abdalla	0912303244
134	Buram Graduates Organisation for Piece and Development	Adam Yayat el Dien	0912308779
135	El Fasher Charitable Organisation	Maj. Gen. Rtd. Mohammed	0912688875
136	Sudanese Organisation for Cooperation and Development	Dr. Osman Abu El Qasim	0912305128
137	Islamic Relief Agency (IRA)	Dr. El Saeed Osman/Haroon	0122060427/0912283312
138	Red Crescent (El Geneina)		0
139	Al Madiena Centre for Gender and Development	Dr. Madiena Dosa	
140	El Ruhamaa Organisation for Development and Humanit Aid	Mariam Mohammed Adam	0911202314/0121993180
141	El Sagaya Organisation Charitable organisation	Mohammed Ahmed Osman	0121345611
142	Sudannaow For Direct Development	Natheir/Gibriel	09125.6614/0923419471
143	Darfur Women Tawasul (link/Contact) Organisation	Mahjouba Hassan Musa	0122518616
144	The Popular Corporation for Darfur Tribal Leaders	Umdah: Gibriel Hussein	0912384906
145	Adolescents Development Organisation		0
146	Dar Birgid Charitable Society	Hassan Dhief	0923082456
147	Al Hawari Charitable Organisation for Services	Nijm Al Bushari	0912367125/0912396805
148	Humanity Salvation Organisation	Adam Karama El Sanousi	0912207224
149	The Arab-African Forum	Mirghani El Nasri	0918576450
150	Sawaeid Darfur Charitable Organisation	Adam Ahmed	0912206082
151	Mubadarat (Initiatives) Development Organisation	El Tahir Osman	912347997/0912367027
152	Nour El Huda Complex	Madani Mustafa	0121152145

153	Asassiya Salvation organisation	A/Allah A/Al Gadir	00912957108
154	Nour El salaam Charitable Organisation	Nasir Bey/Gamal Burma	0911260054/0122603989
155	El Wafaa' for Development, Peace and environment	Nasr el Dien Al Douma	0912230830
156	International development Agency	Acting Projects Manager	0912500946
157	Wadi Kafout Charitable Society	Youssif Ali Haroon	0121432749
158	Sabeel El Da'wa (propagation) and Eslah Organisation	Ahmed A/Allah Mohammed	0121432749
159	Al Eslah Charitable		0
160	Esra'a Charitable Organisation for Development and Services	Maj. Gen. Rtd Sulaiman	0912308398
161	Wafaa' Humanitarian Organisation	Dr. Mohammed El Mu'eiz	0924632040
162	Sahm el E'iz Charitable Organisation	Yahya Musa Bahr	0912959368
163	Ghafar Charitable Organisation	Al MAhdi M.	0922647086/0121047441
164	Al Bithra (seed) El Khadra'a (green)	Osman Ahmed Adam	0122821922
165	Wadi Hawar Women Charitable Organisation	Aisha/Allah Bashier	0918090485
166	Shahd (Honey) Charitable Organisation	Fatima Giddam	0918022059/0922397634
167	Hufrat El Nahass Area Development Charitable Organisation	S. Darfur	0
168	Ghufran Voluntary Organisation for Peace and Development	Balla Ahmed Adam/Eisam	0923465711/0912234697
169	Sawaeid Organisation for Human Development	Adam Hussein	N. Darfur	0912458656
170	Abu Al Hammal Charitable Organisation for Health	Dr. Al Gaily Osman	0915884895
171	Darfur Charitable Organisation for peace and Development	Hamid Ahmed Baleela	0912154965/0121877174
172	The Sudanese Organisation for Improvement of education	Dr. M. El Fatih Ahmed	0122138449/0912312599
173	Zamzam Charitable Organisation	Dr. A/Allah M/ A/Allah	0912398674
174	The National Foundation for Education	M. Ahmed Al Subahi	0912691118
175	Yanabie Al Amaal Al Akhdar (the green hope) Organisation	Yasameen Ibrahim	0913146782
176	Sa'eiroon Charitable Organisation	Fatima Abul Rasoul	W. Darfur	0
177	El Manasik Charitable Organisation		0
178	Al Shorouq Charitable Organisation		0
179	Organisation of Popular Forests for Gums Production	M. Ibrahim Da	0923275070/0121492920
180	Sudan Charitable organisation for Rural Development	Luqman El Nour	0912783523
181	Marthad Organisation for Women and Child Care	Hussein Abbakar Salih	W. Darfur	0
182	The Organisation for Rural Development, Rehabil	Dr. Ibrahim Busha Ahmed	0
183	Binaa Charitable Organisation	Ga'afar Abdul Hakam	W. Darfur	09123002233
184	Fatima El Zahra 'a Organisation for the Care of Childhood	Adla Farah El Dour	N. Darfur	0923864649/012163597
185	El Ri'a'aya Charitable Organization		0
186	Al Hawari Charitable organisation for Services	Nijm Bushari	W. Darfur	0912396805/0912367125
187	Manarah organisation for Women and Children	A/Al Rahman Ali	S. Darfur	
188	Badr Organisation for Peace and Social Development	Hassan Abdul Kareem Bilal	0122235053
189	Ghouth Organisation for War and Armed Conflict Victims	Mohammed El Mustafa	N. Darfur	0122269546
190	Al Aidi Al Baeda Organisation	M. Al Ameen M.	0
191	The Sudanese Centre for Human Rights Studies	Ashwag Youssif Abu	N. Darfur	0923227125
192	Organisation of Development Projects Promotion	Salama Ibrahim Babikir	S Darfur	
193	Organisation of Development International		0912500946

194	Ayadi El Rahma International Charitable Society		N. Darfur/el Fasher	
195	The Working Women League in Sudan	Duriyya Ali M./Muna	S. Dafur	0912780830
196	Al Safaa Charitable Organisation	Fatima El Sunhoori	N. Darfur	012268614
197	Al Khairat Charitable Humanitarian Organisation			
198	Al Islah (reformation) Charitable Organisation	Dr. Sidieg Adam Ahmed	N. Darfur	0121811478
199	Al Qimma Organisation for Peace and Development	Hamad M. Fedlallah		0923375324
200	Al Bada'il (alternatives) Organisation for Development	Hamid Abdalla Hammad		0912303692
201	Darfur Development and Reconstruction Agency	Ibrahim Diraige	Khartoum/Darfur-	0911286215
202	Agaweed organisation	Ahmed Adam Youssif	N. Darfur	
203	Al Ghattas Charitable Organisation	Buthaina Al Ameen Rayyah	N. Darfur	0912237290
204	Musko Organisation for peace and Development	Abu Bakr Hassan M.	N. Darfur	912322056/0912377481
205	Umm Al Khair Aid Organisation for Darfur	Madiena A/MAgid	0912239661	W. Darfur
206	Al Rayyan For development	0		0
207	Charitable Organisation for Peace, Social Development, Health and Adult Education	Ameera Ramadan		0925690866
208	El Tarabut Charitable Organisation	Khalid Ibrahim Abdul Aziz	Khartoum	0912480749
209	Marafie Sustainable Development Organisation	Adam Al Douma Sulaiman	Darfur	0912686870
210	Tarnu Charitable Society	Habieb		922054690
211	El Fanjariya Heritage Organisation	Jihad Abul Rahman		
212	El Baqiyat Voluntary Organisation	Tigani Sineen	North Darfur	
213	El Najm El Thalith organisation	Muhmoud Mohammed		0912263346
214	AL Bushrayat Charitable organisation	Mohammed Al Bushra		0922674055/0912109655
215	El Risala Ismaic Society	Ahmed El Nouranii	S. Darfur	0918205871
216	Sudanese Consortium for IDPs and Returnees	Adam Karama El Sanoosi		0912207224/0915237595
217	El Dhawahi Peace Organisation		Dar El Salaam,	
218	Duwana Women Development Organisation	Mariam		0914283261
219	Darfur women Organisation			
220	Sustainable Action Group (SAG)	Ibrahim Moph	N.Darfur	0918129676/0912308456
221	Darfur Development and Reconstruction Agency	Youssif El tayeb	Darfur/Khartoum	0918 77 36 72/126 71 88
222	Idd El Baidha Charity Society (IDCS)	Salih A/MAgid	North Darfur	0911268215
223	Al Marafie for Charity Work Organisation	Maimona A. Fatr		091171868
224	Jebel Moon Organisation	Mohammed Khidir	W Darfur	0912200253
225	Ma'an In serving Humanity	Khartoum/Darfur	Abdellah Musa	0912849784
226	Jebel Sii Organisation	No Details	No details	No details
227	Al Fanjariya for Folklore and Heritage	Jihad A/Rahman	North Darfur	ajaweeddarfur@yahoo.com
228	The Sudanese Organisation for Peace Harvet	Dr. Youssif bakhiet	West Darfur	09180918970
229	Hahdha Culktural Centre	Khartoum	Mariam Takass	0012328492/0918158591

Annex 3:

UNDP DARFUR LIVELIHOODS PROGRAMME

**MAPPING AND CAPACITY ASSESSMENT OF DARFUR CIVIL SOCIETY
ORGANIZATIPONS (CSOs)**

INITIAL FIELD REPORT

1. <u>INTRODUCTION</u>

1.1   The field work which was scheduled to take place during early August was delayed for more than one month due to lengthy procedural and logistical discussions between UNDP and HAC that culminated in the signing of MoU on 25 August 2009.

1.2   The MoU established the assessment process as a partnership between UNDP and HAC. The MoU also committed HAC to followings: (i) facilitation to the consultancy process by allowing PDS study team free and easy access to information on registered National NGOs/CBOs and Government policy/strategy towards the Sudanisation process of the humanitarian work; (ii) availing three HAC staff members from federal level to join PDS team as part of the facilitation process. To meet its commitment towards the team HAC identified the following three names:

- o Mr/ Yousif Abbaker
- o Mr/ Alison Barnaba
- o Mr/Mutasim Abu El Gasim

1.3   In commitment to the established partnership and its operationalization PDS core team held three joint meetings with HAC Team; all meetings were attended by Mr. Musa Ibrahim, UNDP focal point for the study and whose presence proved extremely valuable for enriching the discussions, providing necessary clarifications while helping in consensus reaching on various issues. The objectives of the meeting were**:** (i) to establish a unified understanding of the assessment process focusing on objectives, methodology and research procedures; (ii) to discuss and develop an agreed upon work plan; and (iii) to discuss and agree on logistical issues. In this respect relevant material especially the study TOR, methodology paper and UNDP guidelines to CSOs assessment were shared. The checklists already prepared by PDS Team were thoroughly discussed, amended and finalized; the schedule for the field study and the field work plan (Annex 2) were also discussed and finalized. The geographical allocation of HAC team was agreed upon as follows:

- o Mr. Yousif Abbaker: North Darfur
- o Mr. Alison Barnaba: South Darfur
- o Mr. Mutasim Abu El Gasim: West Darfur

The results of the meetings and the resultants changes made in the check lists were shared with all of PDS study team. PDS study team was also engaged in a series of meetings on detailed methods, tools, and expectations from the field survey.

2. THE FIELD WORK
2.1 The Team

In compliance with the study methodology agreed upon with UNDP the study team was divided into three groups between three states of Northern, Southern and Western Darfur. Table below shows the composition of the teams by State. At least 2 members from HAC in each state were also involved as facilitators to the process.

North Darfur	South Darfur	West Darfur
• Mr. Yousif Abbaker • Mr. Yousif El Tayeb • Mr. Khalil Wagan • Field assistant • Fatima El Hadi (HAC)	• Mr. Taha Sid Ahmed • Dr. Naglaa Bashir • Mr. Abbaker M. Abbaker • Mr. Alison Barnaba • Muna M. (Field Assistant) • Mr. Faris (HAC)	• Dr. Abuelgasim Adam • Dr. Osman Babikir • Mr. Mutasim Abu Elgasim • Murshid Fadl (Field Assistants) • Bushari and Adil Shabou (HAC Geneina) • Abdelhameed Ibrahim (Field Assistant • Mr. Zaroug (HAC Zalingei)

2.2. The Tools

As stipulated by the methodology paper the participatory approach was employed for the generation of primary data using the following techniques:

a. Individual interviews
b. Group interviews
c. Focused group discussions
d. Participatory observation

To serve the above, three forms targeting different stakeholders were used: Form 1 for establishing the profile of NGOs; Form 2 for detailed capacity assessment information; and (iii) Form 3 as semi- structured interview with different stakeholders. The checklists will be attached later to the main report.

3. FIELD WORK CONDUCTION AND PROCEDURES

3.1 North Darfur

3.1.1 As per the Field Plan and time table meetings were held, on the first day, with HAC Office staff in Fashir and UNDP regional Office in North Darfur where the study team was introduced and issues of facilitation and collaboration were discussed. Both HAC and UNDP staff expressed their full support to the study and collaboration with the study team in order to ensure full realization of the study objectives.

 3.1.2 A process of compiling and screening of the registered CSOs, NGOs and CBOs started immediately. The process took more time than initially expected. This was the result of the unorganized nature of the information available with HAC El Fashir; some data is stored in computers while some data is distributed between different paper files. For example information on CSOs andCBOs in Um Kaddada, Kutum, Mellit, Kabkabiya is very scanty and mostly missing from HAC list. HAC also classifies

the NNGOs/CBOs into active and non-active and by sector; however, the lists are not updated.

3.1.3 Associated with the above HAC El Fashir has little or no clue on how effective these CSOs/NGOs are or how to improve their capacity and effectiveness. Follow-up and monitoring are nonexistent.

3.1.3 The cultural/sport societies/CBOs are registered at the Ministry of Youth and Sports in the State. In spite of the several contacts the study team made with the Register to get the list the efforts were aborted as the Registrar always claims to be very busy.

3.1.4   The total number of screened CSOs, NNGOs and CBOs was over 150 over; however, many of them are inaccessible; some are villages based committees (VDCs) in rural areas, while others have no contact information. More over, some of the VDCs are grouped in Networks. The study team managed to distribute Form 1 (CSOs/NGOs profile) among 104 of the NNGOs/CBOs and Networks. The number does not include those in Umm Keddada and Sayyah

3.1.5 Consultation meetings were held with UN missions and agencies (UNAMID, FAO, UN HABITAT) and international NGOs (Practical Action and Oxfam America). All of stakeholders commended the study and stressed its importance for informing their future programmatic interventions.

3.1.6 Government institutions met and consulted included Department of General Planning and Development of the Ministry of Finance, Department of Culture and Social Welfare Directorate. The study team also managed to meet with SLA Humanitarian Coordination Office but failed to hold an interview due to the sickness of its director.

3.1.7 The consultation meetings with other entities included representative of lawyers union and Culture and Development Group. Discussion and consultation was also made with Dr Abdel Gabbar, as a resource person, because of his various engagements with the international community in consultancies related to humanitarian and recovery work in Darfur

3.1.8 On the basis of purposeful sampling a sample of 18 CSOs and NNGOS were selected for detailed interviews (Form 2). The sample included 8 Khartoum registered SCOs/NGOs and 7 North Darfur registered. Three important CSOs (Drama and Theatre Union, the Development Group, and Artists Union) were also interviewed. The sample was selected to represent the wide spectrum of CSOs/NGOs structures including old and new ones, CSC/NOGs working with rural communities and IDPs the so called brief case NGOs

3.1.9 At end of the field work, the study team debriefed the UNDP staff –North Darfur, on key issues and perceived future capacity building interventions. UNDP staff stressed the importance of formal presentation to partners and stakeholders in the State.

3.2 South Darfur

3.2.1   The process started up by meetings with HAC and UNDP staff in Nyala

3.2.2   Screening of CSOs and NGOs revealed that there are more than 80 registered organizations

3.2.3   In the State there exists what is called South Darfur Organizations Network (SDON) as an umbrella for more than 50 organizations.

3.2.4   All of the registered CSOs/NGOs are based in Nyala except 2 in Kass and 2 in Ed Diein

3.2.5   Through facilitation by HAC and SDON and as one of the of the mapping process tools a consultation meeting was organized and attended by 78 organizations including old and new ones.

3.2.6   The sampling process covered 22 organizations in additions to 3 networks, namely SDON, HIV/AIDS Network and Women Organizations Network.

3.2.7   The meetings and interviews covered all UN agencies and 3 international NGOs, namely World Vision, Norwegian Church Aid and SAMARTIAL BURSE

3.2.8   CSOs structures namely the Handicapped Union and the Craftsmen Union that are perceived relevant to UNDP Livelihoods Programme were also met and interviewed.

3.2.9   The study established the Ministry of Youth and Sports in its role in civil society developments especially the youth as one of the most relevant institutions to the objectives of the Study and the Livelihoods Programme. A joint consultation meeting with the staff and the staff of the Social Welfare Department was held.

3.3   West Darfur

Two PDS study teams were engaged in West Darfur survey, one team in Gineina and another one in Zalingi.

a. Geneina
3.3.1   The team held its first meeting with HAC followed by meeting with UNDP Office staff in Geneina. The objectives of the study were stated and the need for facilitation, especially in approaching UN agencies was expressed.

3.3.2   A meeting was held with Head of UNHCR (Ms. Betsy) who welcomed the study team very amicably and a copy of the MoU signed by UNDP and HAC over the study and also the check list (Form 2) were shared with Head of the agency. Ms. Betsy expressed two specific concerns: first: as the head of UN agencies in West Darfur she has no prior information about the study; second: the study check list was in Arabic. These issues were later discussed thoroughly with Head of UNDP Office who expressed deep understanding and provided the required support.

3.3.3   During the field work consultation meetings were held with UNICEF, FAO and WFP. International NGOs (FAR and CONCERN) were also approached and consulted.

Food Committees in the IDPs camps were also met and interviewed. Relevant Government institutions met included Ministry of Agriculture, Livestock and Social Welfare Department.

3.3.4 The team compiled a list of 55 CSOs./NGOs in Western Darfur; out of these only 28 NGOs are registered (15 in Gineina and 13 in Zalingi) at HAC. The remaining 27 although not registered but are also functional. Stated reasons for non registration included: lack of finance and lack of offices while others have been established in expectation of funding from national and international sources.

b. Zalingei
- It was found that there exist 13 CSOs/NGOS that are registered at HAC including 12 based in Zalingi and one in Nyrtete; this is in addition to 3 CBOs.
- The first meeting was held with HAC Commissioner with whom the plan for the field work was worked out.
- All 13 CSOs/NGOs and 3 CBOS were covered by Form 1 while the sampling (Form 2) covered 10 CSOs/NGOs and 2 CBOS.
- Because UNDP has no office in Zalingi, UN agencies and INGOs were approached through HAC and organization through HAC
- In Zalingi there are 2 INGOs (DRC and NCA) and 5 UN agencies (UNCHR, UNFPA, UNAMID, FAO and UNICEF) all of which were met.

4. GENERAL REMARKS FROM THE FIELD

The study is highly welcomed and described by all stakeholders, including government institutions, UN agencies, INNGOs, CSOs and NNGOs as timely and highly needed study. In this respect it should be mentioned HAC staff from Federal and State level proved to be very valuable in facilitating access to information on registered NNGOs/CBOs, while facilitated the teams' contacts and physical access to the NNGOs/CBOs as well as to government departments.

4.1   There is an apparent problem of information. Available information about CSOs and NNGOs is widely scattered and disorganized. In some instances the same organization carries more than one name.

4.2   Large number of the existing CSOs/NNGOs carries the name of individuals and is largely perceived as brief case structures.

4.3   There seems to be an apparent concern among CSOs/NGOs to renew their registration following the ICC decision in March 2009.and the associated expulsion of 13 INNGOs and deregistration of 3 NNGOs

4.4   The number of CSOs/NGOs working in the camps is extremely limited compared to the number of registered and non registered organizations in the three States. In N Darfur only three are active (Ajaweed, DRA, National Organization for Relief)

4.5   In all three States of Darfur the registration of CBOs at the Ministry of Social Welfare has been presently centralized at HAC

4.6   Most of the existing CSOs and NNGOs are suffering problem of acceptance by IDPs. This probably explains the very small number of CSOs/NGOs working among IDPs

4.7   CSOs and NNGOs complain largely about the perceived bias of INNGOs to particular CSOs and NNGOs. The bias of Government to particular CSOs was also widely mentioned.

4.8   Darfur CSOs and NNGOs are to a large degree centralized in the three capital cities of Fasher, Nyala and Geneina.

4.9   The issue of registration has been the source of considerable discussion. Why some CSOs/NGOs register in Khartoum and others in Darfur and what are the merits and demerits of registration here or there? This is an issue that will further be discussed in details with HAC in Khartoum.

4.9   Presentation of the study findings and its dissemination among all stakeholders in Darfur three states has been widely expressed and demanded by the stakeholders.

4.10   The field work could be described as being very successful and the information gathered is quite sufficient and reliable enough to satisfy the objectives of the study.

5. INITIAL FINDINGS AND RECOMMENDATIONS

5.1   The capacity of most of the existing CSOs and NNGOs look very weak with the majority of CSOs/NGOs suffering problems of accountability, transparency and inappropriate capacities to mobilize external resources. Out of the 250 CSOs/NGOs in North Darfur only 20 have established offices. Most of the stakeholders interviewed and consulted highly value the work of CSOs/NGOs. However, many mentioned that enormous support is needed before many of these CSO/NGOs can become as effective as is required to meet current and future challenges.

5.2.   Darfur CSOs/NGOs are highly divided on political and ethnic lines. Many of them are suffering problems of acceptance and trust because of perceived politicization and manipulation. The declared government policy of voluntary return back of IDPs to their original homes has contributed to the negative imaging of these NGOs.

5.3   NGOs established and supported by INGOs and those created from developmental perspective   reflect better capacities and abilities to deliver services. Examples include Kablabiyya Small Holders Charity Society (KSCS) established in mid 1990s with support from Oxfam GB; Kutum Agricultural Extension Development Society KEDS established by GTZ in 1990s; Community organizations established in mid 1990s under the UNDP project Area Development Schemes ADSs; Fashir Rural Development Network established and supported by Practical Action since 2006.

5.4   Issue of impartiality and labeling among the three main actors (government, CSOs and International community). Each of the actors has particular labeling for the others indicating a deep gulf of mistrust. CSOs/NGOs always perceive INGOs as being biased towards specific groups and CSOs while contributing to the creation of patron-client relationships among these groups; HAC is always perceived as a security body

rather than being humanitarian one. HAC also has its own perception and classification of CSOs/NGOs. To by-pass and avoid HAC some of the INGOs have started to directly support line ministries.

5.5 HAC in the three States demonstrates common capacity weaknesses. Problems of data and information management, insufficient understanding of humanitarian principles, lack of a unified system of registration, weak follow up and monitoring and the inefficient management of the voluntary sector are typical manifestations. Accordingly, management of the transition to Sudanization will remain a major challenge to HAC. Because of that HAC should be part of any CSO/NGO institutional capacity building process. The relevance of HAC current mandate to the contextual realities of Darfur is also questionable. The anticipated possible changes that will follow any peaceful settlement make the revision of this mandate top priority.

5.6. In spite of the lack of international support and humanitarian operations in Eastern Darfur CSOs/NGOs established in the 1990s, in response to the 1980s famine crisis, under the ADSs project (in Umm Kaddada, Tiwaisha, Leait and Sayyah) demonstrate appreciated resilience are they are still surviving and functioning although completely lacking access to international support.

5.7 Darfur-based CSOs and NGOS are very critical about the UN agencies and also about every thing coming from Khartoum. They feel marginalized by Khartoum based NGOs in terms of funding, decision making and links to government and international community.

5.8 There is an apparent poor understanding of partnership among CSOs/NGOs which they always perceive partnership in terms of funding, transfer of assets and power relations.

5.9 Despite limited capacity demonstrated by many of the CSOs/NGOs they do also demonstrate a wide range of strengths including knowledge of local context, especially on local politics and community needs, cost effectiveness compared to INGOs; CSOs/NGOs operate simple systems and are easy to train.

5.10 The apparently very small number of CSOs/NGOs focusing on peace building

6. **POTENTIAL PARTNERS TO UNDP LIVELIHOODS PROGRAMME**

In spite of generally poor capacities of Darfur CSOs/NGOs there are some organizations that demonstrate relatively reasonable capacities and provide good potential as partners to the proposed UNDP Livelihoods Programme. However, it should be noted that it is extremely difficult for UNDP at this stage to get CSOs/NGOs that could be engaged meaningfully as all of them need capacity development in one form or another. It is also important to mention that potential partners from CSOs/NGOs need to be classified in a way that could serve the overall objectives of the UNDP programme and its mandate. Accordingly, some CSOs/NGOs could be useful in providing support to others; some could be useful to enhance UNDP outreach while others have the potential as service delivery providers. Potential partners among these organizations are:

North Darfur

1) Darfur Development and Reconstruction Agency (DRA) has been created and in 2007 with very clear organizational structure governed by Board of Directors presided by and Executive Director. DRA consists of highly professional members, with rich and diversified development and humanitarian knowledge and experiences. The thematic focus of the organization include: (i) Livelihoods (vocational training, small businesses, micro-credit, asset rebuilding and food security); (ii) Natural resource management; and (iii) capacity build of community-based structures and organisations. DRA has wide range of partnerships with national and international actors. The organization address (attached) illustrates its status.

2) Kablabiyya Small Holders Charity Society (KSCS) established in mid 1990s with support from Oxfam GB. KSCS is based in Kabkabiyya with appreciated qualifications of staff, well established office, rest house and a car. KSCS focus is livelihoods based on support to small farmers who constitute the general assembly of the organization. Over the years KSCS has also established a valuable information base on livelihood conditions in Kebkabiya area.

3) Kutum Agricultural Extension Development Society KEDS was established by GTZ in the 1990s. KEDS has well established premises in Kutum and is focusing on livelihood issues through support to agricultural interventions and promotion of technical agricultural knowledge.

4) Women Group in Kabkabiyya established in the mid 199os with support from Oxfam Canada. The organization has a well equipped office and rest house. One of the main weaknesses of the organization is the lack of clarity over its organizational structure.

5) Ajaweed: Established in 2004 with focus on peace building issues.

6) Al Massar Organization for the Development of the Nomads which was established in early 2000. The Organization is active in promoting the case of the nomads and in supporting some basic services (water, education and health). Al Masar has long establishment partnership with the international community (Unicef, UNAMID, and Oxfam GB); Owing to the extensive research undertaken Al Masar is an important source of information on pastoralists in Darfur.

7) Other potential CBOs partners in North Darfur are: (i) Rural Network for CBOs established and supported by Practical Action and each has an office in Fashir; (ii) Sustainable Environment Group in Fashir; (iii) Sudan Environment Conservation Society SECS which has active branches in Kutum, Kabkabiya, Fashir Melleit, Um Kaddada and Brush; (iv) Umm Jumaa Charity Organization in Fashir working among women and has income generation interventions.

West Darfur

1. Community Development Association CDA. Established in the mid1990s it is one of the most active organizations in livelihoods supporting activities with recognizable reputation and wide range of partnerships with national and international actors.

2. Al Massar Organization for Pastoralists Development (see above)

3. The Humanistic Sudan Peace Organization: Active in peace building in the three States of Darfur. Well established premises and appreciated quality of staff with established links to Abuja Peace Agreement.

South Darfur

1) Vocational Labourers Union: Established in 1990s and is currently supported by UNDP. Main focus is poverty reduction through vocational and capacity development training. The organization is largely urban-based. The Union has a constitution and annual work plan; it has established links with DED and Businessmen Federation

2) Al Massar Organization for the Development of the Nomads (see above)

3) South Darfur Network for Combating HIV/AIDS: Involved in awareness raising and HIV control among youth and women. Has well established office with appreciated qualifications of the Staff

4) South Darfur Organizations Network (SDON) as an umbrella for more than 50 organizations.

5) Equity and Peace Building Organization: Involved in peace building issues particularly in the IDPs camps and is currently supported by UNDP. It has small office and suffers logistical problems

7. **Broad areas of Capacity Development**
   1. Organizational management
   2. Conflict resolution and peace building
   3. Report and proposal writing
   4. Strategic planning
   5. Networking and partnership
   6. 6. Human rights
   7. Project cycle
   8. Participatory planning and community development
   9. Negotiation skills
   10. Information management

8. **DATA ANALYSIS**

At present the process of data entry is in progress using the SPSS programme and will be finalized by Thursday 15/10/09

9. **REPORT STRUCTURE**

The assessment report will be structured as follows:

Executive Summary

2. **INTRODUCTORY SECTION**:
2.1 The study,
2.2 Objectives,
2.3 Methodology,
2.4 Partnership

2.5 Constraints

3. THE NATIONAL CONTEXT OF CSOs/NGOs
3.1 Issues of conflict,

3.2 Poverty,

3.3 Natural disasters

3.4 Nature, genesis and development of CSOs/NGOs

3.5 Institutional and governance environment of CSOs/NGOs (laws and regulations), the existing nature of civil society, antagonism between CSOs and Gov (degree of lack of communication between government and civil society, lack of communication is a major obstacle to shared understanding and fuelling of antagonism)

4. DARFUR CONTEXT OF CSOs/NGOs:
4.1 socioeconomics,

4.2 environment,

4.3 politics;

4.4 the conflict;

4.5 Displacement

4.6 Humanitarianism `

5. MAPPING OF DARFUR CSOs/NGOs:
Emergence, nature, genesis, development

6. **CURRENT REALITIES OF DARFUR CSOs** (assessment results, challenges and constraints) using specific major detailed indicators including: Governance structure, organizational and management structure, financial systems, technical capacities, sustainability

7. **PREQUALIFICATION OF CSOs/NGOs AND POTENTIAL PARTNERS** (based on the findings of the capacity assessment)

8. CAPACITY DEVELOPMENT FRAMEWORK

9. CONCLUSION

Annex 4:

METHODOLOGICAL FRAMEWORK

1. INTRODUCTION

This study will be strictly guided by the following objectives and deliverables spelled out in the TOR provided by the UNDP:

Objectives:
   i. Map the profiles and experiences of NGOs and CBOs involved in livelihood issues in Darfur region;
   ii. Assess the capacity of CSOs using the UNDP capacity assessment tool and other additional tools identified by the consultants; and
   iii. Design a comprehensive programme for capacity development of CSOs in Darfur.

Deliverables:
   i. A context analysis providing insight into the policy, political and socioeconomic development environment for CSOs in the Darfur region;
   ii. A short paper outlining the methodology and tools to be used in the mapping and capacity assessment exercise;
   iii. A comprehensive report of 25-30 pages which should include:
      o A detailed map outlining CSOs in Darfur
      o A capacity assessment of CSOs in the Darfur region
      o Recommendations for future intervention and partnership, as appropriate
      o A capacity development programme with clear gender-sensitive indicators for monitoring results.

1.1 Comments on the TOR:
   o The TOR for this study has been developed before the expulsion of the INGOs; since then considerable changes in the political, social and humanitarian landscape of Darfur have taken place. The expulsion of INGOs imposes restrictions but it also offers opportunities;
   o The raising of Darfur security situation to phase 4 is expected to have considerable implications on the scope and coverage of the mapping process;
   o Darfur CSOs at the various levels of governance in the region appear to have strong connection to Khartoum-based Darfur civil society organizations and structures that in many ways affect the direction of actions and events including issues of capacity assessment and development. No mentioning to such an issue in the TOR.
   o The duration of the study as per the TOR is 6 weeks; having the emerging new realities of Darfur and the inclusion of Khartoum in the mapping process the 8 weeks-duration proposed by PDS appears realistic and founded.

1.2 Conceptual Framework

1.   Civil society is broadly perceived as the totality of voluntary civic and social organisations and institutions that form the basis of a functioning society as opposed to the force-backed structures of the state.

2.   Civil society houses broad heterogeneous category of organisations which form multiple associations that are generally networking, organising masses or federated and working in alliances to influence decision making processes. Because of that civil society tends to reflect the many divisions, contradictions and inequalities of society at large.

3.   Conceptualisation of civil society as an arena places emphasis on civil society groups in their role as advocates/providers of public spaces, agents of social transformation, defenders of democratic principles and a site of alternatives. They usually claim articulation of peoples' interests and their representation. Experiences, however, indicate that even genuine democratic civil society organizations intended to champion the interests of the poor and voiceless groups tend to be taken over by influential leaders and powerful elite.

4.   NGOs, on the other hand, are formal organisations intended as instruments in the process of social, economic and political action and change they explicitly attempt to differentiate themselves from governments.

5.   NGOs are generally regrouped and classified into different categories including community-based organizations (CBOs), professional (intermediate NGOs), grant making NGOs and support NGOs. Horizontal growth of NGOs as power centers in the form of local bodies, regional and national confederated federations through networking, forming of alliances is a characteristic feature.

1.3   Civil Society in Sudan: An Overview

6.   The emergence of modern civil society organisations in Sudan dates back to the early 1920s. Structured formal NGOs were first established after the independence in 1956 when the government ratified the first Voluntary Work Law in 1957.

7.   A combination of environmental, socioeconomic and political events has contributed significantly to the growth and expansion of Sudanese civil society organizations since 1980s. Important among these events were:
- The drought of the 1980s and the associated widespread famine conditions;
- Economic liberalization policies of the early 1990s and the resultant escalation and deepening of poverty;
- Civil war in South Sudan;
- Eexpanding political/freedom space following the signing of the CPA in 2005
- Darfur crisis
- The rapid growth of international organizations and agencies particularly after 2003

8.   The number of the formally registered organisations and networks at present exceeds 3,000 organizations most of which registered with the Humanitarian Aid Commission (HAC). Example of the most prominent organisations who recorded significant growth is the Sudanese Red Crescent and the Sudanese Council of Church. Cultural, regional, environmental, right-based, self-help groups, ethnically and tribally-based structures, charity associations, service provision and gender organizations are widely distributed throughout the country.

9.   The current CSOs/NGOs sector in Sudan is extremely fluid and characterised by a broad range of self help mechanisms and organisational structures with blurred dividing lines between governmental and non-governmental organisation.

10.   CSOs organizations are portrayed as suffering problems of elitism, manipulation, exclusivity and poor capacities besides being urban based and urban biased. In spite of that many CSOs have gained international and regional recognition and reputable records reputable records in gender mainstreaming and advocacy while contributed to establishment of a number of sub-regional organizations such as SIHA (Strategic Initiative for Women in the Horn of Africa), SLUF (Sustainable Land Use Forum in the Horn) and Regional RBC (Resource Based Conflict in the Horn).

1.4   The Institutional Environment of CSOs in Sudan

In Sudan the first CSO/NGO act was back in 1957; it was very democratic Act and opened huge spaces for the growth and participation in public life. Even during the autocratic regime of Nimeri (1969-1985) the same law was there in spite of the many restrictive policies and administrative decisions curtailing roles of NGOs and CSOs. By 1991 there was a new law which came with many restrictions on registration, screening processes and control mechanisms. Despite the spirit of democratic transformation following the CPA, a repressive and constraining Act for CSO/ NGOs in Sudan was issued in 2006. The Act remains controversial and concerns become important issues for advocacy reaching the parliament and the Constitutional Court. The major concerns include:

1- The treatment ob both national and international NGOs with the same law and administrative decisions
2- The procedures of registration where HAC and the security have the upper hand; some applications go unanswered at all.
3- The lengthy screening processes against individuals and organizations, mostly on political grounds;
4- The assessment of NGOs and NGOs work by HAC, an institution that lacks capacities and suffers problems of impartiality
5- Restriction of access to funding; CSOs should get HAC's endorsement before approaching
6- Conflict and overlap within government institutions: access; authorization for each activity;
7- Confused Federal and state responsibilities regarding NGOs registration

1.5   DARFUR REGIONAL PROFILE:

11.   The conflict in Darfur remains multidimensional and dynamic in nature. The conditions have worsened considerably since the signing of the DPA in May 2005. The whole region is currently considered to be under phase 4 security arrangements; this situation will have far reaching implications on the depth and scope of the study. The conflict continues to negatively affect the livelihoods of Darfur society while posing major impediment to peace and stability in all parts of Sudan. The situation has been further complicated by the recent conflicts between Habbaniyya Arabs and Fallata and between Misseriya and Rezeigat Arabs in South Darfur[2].

12.   As far as there are many war zones there are also zones of relative peace and stability in Darfur region where there are opportunities for UNDP to engage early

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[2] *The death toll was 739 deaths in Habbaniya –Fallata conflict and 308 deaths in Misseriya-Arab conflict. Serious injuries in both conflict was estimated to exceed 600.*

recovery activities. Good examples are the Berti area of east Darfur around Umm Kaddada and the Midob area around Malha in North Darfur. This may require from the UN a comprehensive review of the blanket implementation/application of phase 4 (differentiated phasing)

13.   Darfur conflict has been associated with massive transformation in local economy. Urbanization and war-related economy have been growing at rapid pace and new skills outside the rural sector have been acquired. This would require an in-depth study and evidence based researches to explore and recommend early recovery activities and potential actors.

14.   Week environmental governance is a characteristic feature throughout Darfur with an apparent institutional vacuum at local level. Degraded environment, conflicting claims over land ownership and rising stakes over scarcer resources constitute a potential threat to maintenance of peace, law and order. Realizing the scale of destruction to villages caused by the conflict the return of IDPs will pose a serious environmental disaster. Accordingly, future early recovery activities need to be sensitive and responsive to these new realities.

15.   Collapse of governance characterises Darfur political landscape and has essential causal and consequential links to conflict in Darfur. Focus on capacity building of community governance structures will have direct impact on recovery and peace-building. Because of that it seems salient for UNDP to engage with local and community level structures and SCOs to enable them have a sufficient capacity to respond to the the post-conflict phase/cenarios.

16.   The conflict has profoundly disrupted the tranquil social setting of Darfur while institutionalizing a conspicuously polarized and antagonistic ethnic stand. The on-going change and shift in alliances has created social landscape characterized by increased social insecurities and intra and inter-tribal fighting with Darfur society appears more shattered and divided than ever before. Labelling and categorization of the others (individuals and groups) is common with apparent increased violence and human rights violations. One pertinent question is: is there any possibility for UNDP to promote restitching of Darfur society and if yes which CSOs could support that and in what role and capacities? In this respect CSOs need to be capacitated and neutralized to play key role in trust building and bringing of communities together.

17.   Indigenous community structures (Native Administration) historically recognized and legitimated as integral aspect of local governance, have been weakened over time and significantly eroded and ruptured by the crisis. Tribal chiefs and leaders have been widely accused and blamed of being politicized and manipulated against their own people. Tribal institutions are also accused of being non democratic and exclusive. Few tribal institutions, however, look intact and smoothly functioning particularly in eastern Darfur, some parts of South Darfur and among the Meidob. This requires an in-depth study so that the experiences could be shared and applied elsewhere.

18   Darfur is experiencing a conspicuous shift in leadership, loyalty and social contract. Indigenous tribal structures (Native Administration system), are suffering acute legitimacy problems with leaders loosing control over resources and power over their people. The emerging forces structures, selected by IDPs camp residents, on village/kinship relations, are enjoying a high degree of legitimacy. The emerging leaders dominated by youth, show a high degree of political militancy and radicalism with apparent politically sensitivity to the needs and aspirations of their

constituencies. These informal but highly influential structures need to be studies, de-politicized and use in a positive way.

19.   The expulsion of the NGOs has resulted in critical gap in life- saving and non saving sectors. At present little attention has been given to NGOs involved in life-non saving sectors. As UNDP focus is recovery the assessment will seriously consider the life non saving gap; the Early Recovery gaps have been downplayed.

20.   Darfur crisis has been associated with proliferation of civil society structures that are interconnected at various levels of governance from the state to the locality, villages and IDPs camps. In all these spheres civil society organizations at the various levels in Darfur appear to have strong connection to Khartoum-based Darfur civil society organizations and structures that in many ways affect the direction of actions and events including issues of capacity assessment and development.

21.   CSOs is often described as suffering weak capacities besides being categorized and labelled in various ways as formal vs informal, independent vs dependent, donor –supported vs government-supported, genuine vs ingenuine, Arab vs African, rural vs urban organizations. Darfur CSOs also appear as suffering problems of elitism besides being urban based and urban biased. The assessment would help to testify these hypothetical assumptions.

2. METHODOLOGICAL CONSIDERATIONS:

➢ There is growing recognition that engagement with civil society is critical to national ownership, accountability, good governance, decentralization, democratization of development co-operation, and the quality and relevance of development programmes.

➢ The UNDP focus on sustainable human development that places people at the centre of development cannot be achieved without the robust engagement of civil society and its organizations. Given the collective power of CSOs in building social, economic and political agendas – both locally and globally – it is clear that strengthening partnerships with CSOs is crucial if UNDP is to remain a relevant and effective development player.

➢ **Peace building**: The overarching framework for the TOR peace building in Darfur through conflict management; conflict sensitive planning and support to early recovery.

➢ New actors and expanding demands There have been significant changes in the political and humanitarian environment of Darfur following the ICC decision in March 2009 and the associated expulsion of INGOs and deregistered national NGOs involved in life saving and non saving sectors.

➢ **Need for focus**: Darfur situation is not a normal situation to talk about well defined civil society. This requires consensus on the definition of the concept (What constitutes civil society?) and how agreed upon definition could be operationalized?
   o Registered vs. unregistered
   o Formal vs, informal
   o Civic Unions
   o Sufi sects

- o CBOs: will they constitute a focus only as far as issues of capacities, links and networking with others are concerned?
- o Traditional authorities?
- o trade unions,
- o women's federations
- o Youth structures and organizations in the IDPs camps and outside the camps?

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        ┌─────────────────────────────┐
        │   Issues of Scale and Scope │
        └─────────────────────────────┘
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➢ **Multiplicity of actors**. Who are they, where are they operating and how could they be classified? One way to look at that will be through mapping and considerations based on importance vs influence. Another way of classification will be based on identification of direct, indirect and satellite actors.

➢ **Expulsion of NGOs and the emerging gap**: Are there national NGOs with capacities? Some are working outside the IDPs camps, especially in the life non saving sectors and to what extent is it possible for these national NGOs to bridge the gap especially, some of the expelled NGOs are working in rebel control areas

➢ **Linking and serving UNDP CPAP's Thematic Areas:** The methodology is particularly geared to **serve** UNDP CPAP's thematic areas, particularly in the fields of intended collaboration with civil society:

- o Poverty reduction HIV/AIDS and enhancement of MDGs (knowledge and skill capacities, participation, advocacy, multi-stakeholders dialogue, shaping of national and international interventions);

- o Fostering and consolidation of democratic governance (capacities to maintain and strengthen rule of law, human rights, the interface between civil society, communities and the state, improved participation, advocacy for human and gender rights).; and

- o Crisis prevention, conflict management and recovery: (management of the environment and natural disasters to reduce risks and conflicts, promote environmental governance, mobilizing public opinion and raising public awareness, early warning for conflict prevention, support to and promotion of conflict sensitive approaches in planning and implementation) (DCPSF approach and objectives).

> 1. *What are the benefits of the assessment to UNDP CO?*
> **2.** *What are the potential CSOs that are more likely to promote UNDP's mandate, programme, objectives and leadership of early recovery in Darfur?*

➢ **Coverage of UNDP programme in Darfur**:
- o What will be the geographical focus of UNDP programme? Conflict zones, zones of relative peace or whole of Darfur? This also raises issues of inclusivity and do-no- harm (applying humanitarian principles)

- How far does UNDP will go? In-depth, indicative, areas of Arab-Arab conflict....etc and what types of interventions per location and how that will be decided? Conflict prevention? Recovery?

- **Links to TRMA:** Although GPS technique will not be used in the mapping process the geographical focus of the various CSOs will be determined to the extent that the out put of the study will provide an important in put for UNDP TRMA programme to capitalize on. In this respect and as far as the issue of visualization of the process is concerned, the technical support of TRMA will be highly valuable in mapping CSOs geographically and thematically.

- **Delivery issues:** How to support UNDP role and terms of engagement (links to DCPSF mechanism). In this respect concrete **evidence** of capacities will be measured and established applying various measurement techniques. ***How to ensure UNDP visibility and credibility by working with/through CSOs?***

- **Traditional authority institutions:** They do differ in terms of functioning and legitimacy. While the majority has been eroded and lost legitimacy others appear intact and functioning. What would be the futures of these institutions? Is it possible to harmonize between these institutions, modern governance structures and the emerging new political forces? The issue is complicated and needs thorough and deep investigations. How does UNDP see that and what kind of engagement with structures UNDP is planning? Although traditional authority institutions is not within the scope of the study and may not be one of UNDP delivery mechanisms in early recovery the consultant proposes that an in-depth exploration and analysis of this institution be undertaken if UNDP wants to engage effectively in issues related to local peace (DDDC), local governance and land tenure and conflict over resources in Darfur.

- **The apparent disconnect between humanitarianism and recovery.** The current focus in Darfur is on humanitarian issues with apparent disconnect between humanitarianism and recovery issues. Guiding smooth process of transition from humanitarian to recovery requires identification of potential delivery mechanisms and investment in knowledge and skills.

- **Issues of sustainability**: Most of the existing CSOs and NNGOs in Darfur emerged during the period of crisis; to what extent are these organizations to survive when peace comes? Also to what extent are they capable to make the transition from crisis to recovery and if yes what are the requirements to facilitate this transition?

- **Sudanization of NGOs sector:** The government declares explicitly the policy of full Sudanization of the NGOs sector by the end of 2010. This will have considerable implications on the functioning and capacities of CSOs in the country. Simultaneously, UNDP does not have a strategy for SCOs in the country; the study will provide an in put to inform the development of such strategy.

- **Adherence to realism and objectivism**: Many national NGOs have probably been victimized by the international community by overestimating the capacities of these NGOs and assigned them responsibilities that exceed their capacities, capabilities and terms of engagement; SDUO is a typical example. Adherence to realism and objectivism in analysis will be a guiding principle.

Sensitivity to ethnicity and gender will be strictly adhered to ensure inclusivity of the process.

3. METHODOLOGICAL PROCEDURES AND TOOLS

3.1 ANALYTICAL FRAMEWORK

3.2 DATA, TOOLS AND METHODS

a. **Consultation of secondary data:** this involves collection of secondary relevant data from the various government institutions in Khartpoum, Darfur States and possibly from UN agencies. The following documents are requested from UNDP:

- o DJAM
- o CPAP
- o CPD
- o Darfur regional Strategy
- o BCPR mission reports
- o Any report (s) on the expulsion of INGOs
- o UNDP guiding notes and outlines (issues of relevance)
- o Any relevant material produced by TRMA
- o Darfur Livelihood Strategy (programme)

b. **Check list:** This will be applied in the field. The mapping process will be based on quantitative and qualitative information for the measurement of SMART[3] indicators to assess the followings: History; Strategic planning; Policy dialogue; Advocacy; Community mobilization; Gender sensitivity; Scaling up

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[3] *SMART indicators: Specific, Measurable, Attainable, Relevant and Time bound*

of activities; Project management capacities; Response to community priorities; Networking; Transparency; Accountability mechanisms (financial system, audit, recruitment procedures...etc); Work plans; Human resources management and staff turnover; Governance structures (management, executive boards, roles and responsibilities, meetings); Reporting; Sectoral and geographical focus; areas of expertise; conflict sensitivity; performance track; monitoring and evaluation; data base.

These indicators will be categorized into eight major clusters of capacities as follows:

1. History
2. Functional
3. Technical
4. Administrative
5. Financial
6. Knowledge and information
7. Accountability
8. Outreach

c. **Consultation meetings**
➢ Government authorities (HAC, Walis' offices, Ministers/Ministries of Social welfare in the three states, Commissioners...etc)
➢ International NGOs in Darfur Three States
➢ NNGOs staff in Darfur Three States
➢ UNDP staff in Khartoum and the Three States of Darfur
➢ UN Agences (UNICEF, UN HABITAT, UNEP, WHO, FAO). The networking and partner
➢ OCHA Forum of NGOs
➢ NGOs of each will be identified.
➢ CSOs groups in Darfur and Khartoum
➢ Traditional authorities

d. **Questionnaires**
A short questionnaire focusing on the main capacity issues will be prepared and filled by a random sample from the CSOs in the Darfur Three States. The size of the sample will be decided and agreed upon with UNDP focal point.

e. **Consultative workshops:** This will involve 4 consultation workshops (in Darfur Three States and Khartoum) with CSOs focusing on identification of capacity needs and assessments. The rout put of each workshop will be a workshop report that will feed directly in the study assessment report. Presence of UNDP focal points in these workshops will be highly valuable while providing a platform for common understanding with the consultants.

f. **HAC registration list of NGOs in each of Darfur States:** This will furnish data on registered national NGOs in the Darfur Three States.

g. **Structured interviews**: with community groups and their respective institutions (perception of national NGOs and CSOs)

3.3 TEAM
The team of researchers and data collectors will be constituted by a gender mix of Darfur-based individuals with recognizable skills and professionalism.

3.4 Training for data collectors:
A three-day training workshop will be held in **Nyala**. The objectives of the training workshop are to ensure share understanding among the team members and also between UNDP and the consultant team. The training workshop is also intended to fine-tune the methodological procedures, the check list and the questionnaires. Determination of mapping locations and logistics will also be decided and finalized.

3.5   The Kick off: The kick off the assignment will be in Khartoum where the mapping of Darfur-related CSOs will be mapped and assessed. The duration of the exercise will be one week. The exercise is also intended as opportunity to learn from. Adaptation (s) in the methodological procedures and tools is expected.

3.6 Quality control: To ensure quality PDS will, at its own expense, hire some one whose English is mother to tongue to edit the final report.

3.7 UNDP Support:

- o Note to UNDP field offices to facilitate the process
- o Facilitate access to HAC (NGOs Office) in Khartoum
- o Introduction letter to authorities in Kahrtoum and Darfur

Annex 5: A

UNDP IN COLLABORATION WITH HUMANITARIAN AID COMMISSION

MAPPING AND ASSESSMENT OF CIVIL SOCIETY ORGANIZATIONS AND NATIONAL NGOS WORKIN IN DARFUR

Data Collection Form 1: CSOs Profile

1. Name of organization...
2. Date of establishment...
3. Legal status (registered, Not registered, reregistered)......................................
4. Date of registration and reregistration...
5. date of starting work...
6. Objectives of the organization...
7. Does it have a constitution? (copy)..
8. Does it have strategic plan? (copy)...
9. Does it have annual work plan? (copy)...
10. Reports   Annual   Biannual   Quarterly
11. Does the organization have internal by-laws? (financial - human resources - Procurement)?...
12. Any filing system...
13. Membership records?...
14. Bank account?...
15. No of those who sign the cheque?...
16. Organization address?...
17. Web site?...
18. E-mail address?...
19. Fax?...
20. Does the organization have an organizational structure? (Copy) ....
21. Are all files are kept in office?...
22. Name of responsible person...
23. What are the geographical locatiob where it works (name: State/Locality/town/ village)
24. What is (are) the main focus area/s of interventions? ....
25. What is the tota number of staff broken by: gender; permanent and salaried/ volunteers
26. Who are the targeted stakeholders?...

Annex 5: B

UNDP in collaboration with HAC
Mapping and capacity Assessment of Darfur CSOs
Data Collection Form 2: For CSOs

Name of gorganization......................................

	Description								
Human resources	**Staff**	Admin	Organizational	Planning	Technical and professional	Communication	Data collection	Advocacy	Others (specify)
	Number								
	Previous experience								
	Previous training								
	Training gaps								
Accountability systems	Administrative structure	Yes			No				
	Participation of beneficiaries	Yes			No				
	Reporting								
	Personnel policy								
	Administrative and financial systems								
	Participation in design Making								
	Regular meetings								
	Monitoring and evaluation systems								
	Written strategy								
	Resource Mobilization and fund raising strategies								
Partnerships	UN Agencies								
	INGOs								
	Development Research Centres								
	Local NGOs								
	Private Sector								
	Government								
Fund Sources	UN Agencies								
	Government								
	INGOs								
	Private Sector								
	Individuals								
	Other (Specify)								
.Focus area of intervention		**Humanitarian**		**Recovery**		**Developemnt**			
	Relief/emergency								
	Livelihoods								
	Water and sanitation								

	Public health			
	Education			
	Persons with special needs			
	Peace building and conflict resolution			
	Environment			
	Women and children			
	Good governance and RoL			
	Protection and human rights			
	Capacity building			
	Pastoralists			
	IDPs			
	The Youth			
Democratizatio n	General assembly meetings			
	Election of leadership			
	Regular meetings			
	Change in leadership			
	Election of executive board			
8Financial and accounting systems	Financial management			
	financial management			
	Legal auditing			
	Financial frames			
	Signing of cheques (how many persons)			
	Financial records			
	Finacial responsibility			
	Auditing system			
	others			
Administrative and technical capacities	Resource mobilization proposals			
	Reporting			
	Financial management			
	Local financial support			
	Personnel policy			
	Other			
Training and providers of training	staff trained (how many)			
	INGOs			
	UN agencies			
	Government			
	Consultancy firms			
	Private sector			
	Others(			
Operational and logistical capacities	Cars (No)			
	Computers (No)			
	Communication devis=ces			
	Office furniture			
	Premises: Owned, rented, hosted			
	Others			
Planning and management	Any strategic plan			
	Any work plan			

	M&E Strategy	
	Others	
Main challenges and constraints (Rank)	Financial	
	Human resources	
	institutional environment (Laws, policies, legislation)	
	Limited funding by international community	
	Limited capacity building opportunities	
	Social	
	Political	
	Others (specify)	
Does your organization know about Darfur community Peace stability Fund)DCPSF(	Yes, from who?	
	No	
	We have holding contract with it	
	Others (specify)	

.15Does your organization holds a valid contract with any other organization?	Yes	Activity 1:	
	No	Volume of fund	Source of fund
		Activity 2	
		Volume of fund	Source of fund

Most important experience in 2009	Successful experience	
	Failure experience	

What are the main changes during 2009 that has affected your organization	**Positively** **Negatively**	

Does your organization have any interventions in peace building and conflict resolution	**Yes** No	Activities
	Who are you partners	

How do you assess the role of CSOs in trust building and promotion of social peace	

What is required to empower Darfur CSOs?	1

What are the main strengths and weaknesses of Darfur CSOs	**Strengths** .1 .2 3. **Weaknesses** .1 .2 .3 4.

Annex 5: C

UNDP IN COLLABORATION WITH HUMANITARIAN AID COMMISSION

MAPPING AND ASSESSMENT OF CIVIL SOCIETY ORGANIZATIONS AND NATIONAL NGOS WORKIN IN DARFUR

Data Collection Form # 3
FOR CSOS partners

Name of organization/institution…………………………………………………………..

1. Had your organization/institution been through a partnership with any of CSOs/NNGOs working in Darfur during the past five years? Yes   ()   No ()
2. If yes, specify the name of the organization (s)
   a. ……………………………………………………
   b. ……………………………………………………
   c. ……………………………………………………
   d. ……………………………………………………

3. What was the nature of that partnership...
....
....
....

4. Did that partnership experience included:
    a. Capacity building component ....()   b. Technical support ....()

5. If it involved funding what was the size of funds?...

6. How do you evaluate that partnership experience?.......................................
....
....
....

7. Does your institution/organization have a strategy for entering into partnership with CSOs/ NNGOs in the future?...
....

8. If yes why and in what areas of intervention?..,........................
....
....

9. If No why? ....
....
....

10. How do you evaluate the effectiveness of CSOs/NNGOs in performing their responsibilities in humanitarian work and peace building in Darfur? ....
....
....
....
....
....

11. In your opinion, what are the main strengths of CSOs and NNGOs workin in Darfur ....
....
....
....

12. In your opinion what are the main problems of CSOs?NNGOs working in Darfur?
....
....
....

13. In your opinion what are the main constraints facing CSOs/NNGOs working in Darfur? ....
....
....
....
....
....
....

14. How do you see the future of CSOs/NNGOs as they do exist now? ....
....
....
....
....

....

15. What do you think are the short and long term challenges facing these organizations? ....

....
....
....
....
....

16. In your opinion what is needed to enhance the capacities of these organizations to effectively perform their responsibilities?
....

....
....
....
....

What do you think are the main challenges to the declared policy of Sudanization of voluntary work in Sudan?

....
....
....
....

Any additions/comments/observations:

Annex 6

DARFUR LIVELIHOODS PROGRAMME

TERMS OF REFERENCE

MAPPING AND CAPACITY ASSESSMENT OF CIVIL SOCIETY ORGANISATIONS (CSOs) IN DARFUR

The "Enhancing Livelihood Opportunities and Building Social Capital for New Livelihood Strategies in Darfur" is a pilot project implemented by UNDP in Darfur, Sudan. The project seeks to support "foundational activities" for the rebuilding of livelihoods of Darfurian communities. It consists of five focus areas; 1) vocational training for employment; 2) capacity building of NGOs and CBOs; 3) future oriented skills training for youths; 4) establishment of a web based livelihood and natural resource management platform and 5) restoration of economic organisations through value chain analysis.

The purpose of this assignment is to conduct mapping and capacity assessment of field based NGOs and CBOs working in the focus areas of the Darfur Livelihoods Programme in order to facilitate the selection and capacity development support of NGO and CBO partners by UNDP.

Context

Darfur covers an area of some 493,180 km² (196,555 miles²). The pre- war estimate of the population is 6.2 million people. The region is divided into three states; North Darfur, South Darfur and West Darfur. The region's main towns are El Fasher in North Darfur, Nyala in South Darfur and El Geneina in West Darfur. Much of Darfur depends on rain fed agriculture for livelihoods, with pearl millet being a mainstay crop. In the far northern desert, years may pass between rainfall. In the far south, annual average rainfall is 700 mm and many trees remain green year-round. Climate experts however, predict that rainfall will continue to decrease in this already parched region. The combination of decades of drought, desertification, economic and development marginalisation and overpopulation are among the causes of the Darfur conflict which began in February, 2003.

The conflict has forced many people to adopt new livelihoods coping strategies as a result of loss of assets, means of production and market failures, inability to access natural resources and failure to transmit remittances back home by the Diaspora community. FAO estimates that livestock losses among displaced communities ranged between 60-90% in 2004. Some of the livelihoods strategies have negatively affected the environment (brick making in IDP camps in El Fasher) and even personal security (women collecting and selling firewood). About 80% of the population is dependent on natural resources. Deforestation is estimated at 1.2% per annum. In general, the economy of the region has been comprised of the following;

- Production of crops (sorghum, millet, groundnuts, sesame, tombac, karkadeh, wheat, vegetables, fruit)
- Livestock (camels, goats, sheep and cattle)
- Milk/cheese production
- Agricultural labour/sharecropping
- Gum Arabic, honey, wild foods
- Wood and forestry production
- Trade
- Artisans (blacksmiths, carpenters, etc.)
- Casual labour and petty trade
- Government salaries
- Remittances (mainly from Libya, Central Sudan and Khartoum)

The signature of the Darfur Peace Agreement (DPA) between the Government of Sudan (GoS) and the Sudanese Liberation Army (SLA) faction led by Minni Minnawi has yielded little improvement of the situation on the ground. In fact, the security situation in Darfur has deteriorated significantly since the signing of the Darfur Peace Agreement (DPA) on 5 May 2006, and continues to worsen. The lack of recognition of the DPA by several Parties to the conflict and their constituencies and the majority of the displaced population has had severe implications for the DPA implementation.

In December 2005, the Inter-Agency Standing Committee (IASC) assigned UNDP the lead-role on the Early Recovery Cluster. However during that time, UNDP did not have strong presence in the field. UNDP is currently undergoing a change management process to strengthen its field offices presence.

As part of the recovery portfolio in the Darfur region, UNDP is implementing the rule of law programme since 2004, designed to respond to the immediate needs for legal protection, while also laying the building blocks for the restoration of the rule of law. The programme is considered to be very successful according to an external assessment held in 2006 and it is in fact regarded as having set a precedent for rule of law programming in armed conflict situations for the UN system at large. In 2006, a gender component was added focused on eliminating sexual and gender-based violence.

Also emerging from four UNDP country office field-assessments during the period: June – September 2006 and consultations with the Darfur Joint Assessment Mission (D-JAM) Team, is a consensus that opportunities exist to enhance livelihoods and natural resource management and build capacity of both civil society and key institutions to lay a foundation for future economic recovery.

The present programme – the Darfur livelihoods programme was conceived adding to present recovery portfolio of UNDP. The Darfur livelihoods programme will focus on five key areas: 1) vocational training for employment creation; 2) capacity building of local NGOS and CBOs; 3) skills training for youth; 4) development of value chains and 5) establishment of a livelihood and natural resource management network

This consultancy will enable UNDP to implement the first key step of the programme, which is identification, pre-qualification and capacity building of partner NGOs and CBOs. As this project has several different components which range from skills training to value chain analysis, partners will be assessed based on their current capacity to undertake the specific activities that will be required of them, their ability to scale up, their gender-sensitivity, their sectoral and thematic focus, their geographic and ethnic coverage as well at their project management capacity.

This consultancy is envisaged as a two-stage process in the pre qualification, training and support to NGOs and CBOs.

The purpose of the first phase of the consultancy is to a) produce a detailed map of NGOs/CBOs working in the five focus areas of the project in all the three states of Darfur. b) Conduct a capacity assessment of the NGOs/CBOs.

The second phase of the consultancy entails designing a capacity development (CD) programme of selected and prequalified NGOs and CBOs.

The selection of NGO/CBO partners will be conducted independently by UNDP through its internal procedures but based on the consultant's findings.

The third phase which is not within the terms of reference and scope of this consultancy will be the delivery of the capacity development programme based on the recommendations of the consultancy and after approval by UNDP.

Objectives

The key objectives of the consultancy are:

- ✓ Map the profiles and experiences of NGOs and CBOs involved in livelihood issues in the Darfur region;
- ✓ Assess the capacity of CSOs using the UNDP capacity assessment tool and other additional tools identified by the consultants;
- ✓ Design a comprehensive programme for Capacity Development of CSOs in Darfur.

Scope of Work

The Consultancy Institution will:

- Lead the development of a well informed context analysis for working with CSOs in the Darfur region including a comprehensive literature review;
- Lead the development of an appropriate methodology and tools for undertaking the mapping and capacity assessments including use of UNDP Capacity Assessment Toolkit in Darfur. The methodology and tools should facilitate the following:

  - o Mapping CSOs in Darfur. The map must provide detailed information about existing CSOs, including: their formal registration status; their areas of interest; experiences; organizational profile; funding sources; and administrative and financial management structure.
    Most of this information could be accessed from the Humanitarian Aid Commission at the three Darfur States and from various assessments conducted by agencies working in Darfur;
  - o An assessment of the capacities of CSOs, with particular regard to strategic planning. The team should focus on the capacity of CSOs to meaningfully respond to community needs, the modalities of CSO/community interaction, and their level of success at community mobilization and advocacy;
  - o An assessment of the CSOs current capacity to undertake the specific activities under the Darfur Livelihoods programme, their ability to scale up, their gender-sensitivity, their geographic and ethnic coverage as well at their project management capacity;
  - o An examination of CSOs interaction with State and Local government in the Darfur region. The investigation must focus on the level of information sharing between government and CSOs and the involvement of CSOs in governance processes (in particular pro-poor and gender sensitive planning). Specifically the consultancy should consider the needs and opportunities for CSOs to participate in the planning and management of various livelihood funding mechanisms;
  - o The provision of information on the experience of NGOs in empowering Community Based Organisations (CBOs) and communities. The consultancy will clarify current coordination among CSOs and recommend opportunities for improvement.

- Conduct field work using the tools and methodology developed;

- Lead de-briefing sessions with the government structures in Darfur as appropriate and UNDP;

- Lead the compilation of a comprehensive report on profile and capacities of CSOs;

- To coordinate a process of consultation and debate on experiences with funding mechanisms for providing support to civil society organisations for improved involvement with localities and communities in livelihoods issues.

- Based on recommendations of the report 'Mapping and Capacity Assessment of CSOs' in the Darfur Region to design capacity building programme for CSOs in Darfur;

Deliverables

- A context analysis providing insight into the policy, political and socio-economic development environment for CSOs in the Darfur region;

- A short paper outlining the methodology and tools to be used in the mapping and capacity assessment exercise;

- A comprehensive report of about 25 – 30 pages, excluding Annexes, which should include:
  - ✓ A detailed map outlining CSOs in Darfur
  - ✓ A capacity assessment of CSOs in the Darfur region
  - ✓ Recommendations for future intervention and partnership, as appropriate;
  - ✓ A capacity development programme with clear gender-sensitive indicators for monitoring results.

Duration and Timing

It is expected that the consultancy will start mid-July, 2008. The assignment consists of a total of 30 working days (5 working days per week).

Mapping, capacity assessment and capacity building process duration:
- 3 days preparation and literature review (in Khartoum);
- 15 days fieldwork in Darfur;
- 4 days report writing and debriefing (2 days in Darfur and 2 days in Khartoum);
- 7 days design of CSOs capacity building programme and funding mechanism;
- 1 day workshop at UNDP Khartoum for presentation and discussion of the draft report;
- Submission of the final report after <u>one week</u> from completion of the assignment.

Minimum Requirement from the Institution

- Experience in research and capacity assessment of civil society organizations;
- Experience in training NGOs and CBOs in all aspects of the project cycle and change management;
- Excellent drafting and analytical capacity including verbal skills;
- 4-6 years of experience in consultancy work;
- The Institution shall employ personnel with the following qualifications:

  - Social Science background with substantial broad-based social development experience particularly sustainable livelihoods;
  - Knowledge and experience in post conflict contexts;
  - Expertise on research and assessment in general with experience on mapping of civil society organizations;
  - Expertise in programming for capacity building of civil society organizations;
  - Strong skills in analytical judgment, efficiency and results-orientation in a multi-tasking environment;
  - Particular expertise in participatory methodologies, and civil society capacity building;
  - Knowledge of approaches to strengthening civil society participation in reform and monitoring processes in Sudan/elsewhere;
  - Excellent teamwork skills, cross-cultural and gender sensitivity, diplomatic and protocol competence;
  - Full working knowledge of English, including excellent writing skills;
  - Ability to use information technology effectively;
  - Ability to work in a multi-cultural environment and travel within the State;
  - Experience in Darfur would be an asset.

Consultancy Fees and Workplan

The institution is required to provide the following:
- Consultancy fees;
- CVs of personnel showing the capacity required;
- Proposal and workplan on how the institution intends to perform the assignment/the task in the three Darfur States (in a maximum of 10 pages).

Reporting/Facilitation of Process

The institution will report to an identified focal point within UNDP. It is expected that the process for the delivery of this work will be an interactive one. For example, the consultants representing the institution will be expected to discuss the methodology and tools developed with UNDP prior to their implementation during field work. Also, given the interest of some donors and UN agencies in this process, the consultants will be expected to liaise with representatives of these agencies.

UNDP will forward relevant background materials and literature to the consultants prior to the start of the consultancy.