SUSTAINABLE LIVELIHOODS FOR DISPLACED AND VULNERABLE COMMUNITIES IN ESTERN SUDAN (SLDP) INITIAL- PHASE PROJECT

NGO, CBO, and CSOs Capacity Assessment Study

FINAL REPORT

By: Khalid Elamin Abdelgadir
Consultant
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Abbreviations and Acronyms

1. **CBO**: Community Based Organization
2. **CDC**: Community Development Committee
3. **CDF**: Community Development Fund
4. **CFs**: Cluster Facilitators
5. **CSO**: Civil Society Organization
6. **FAO**: Food and Agriculture Organization
7. **GAA**: German Agro-Action
8. **GPFD**: Global Program on Forced Displacement
9. **HAC**: Humanitarian Aid Commission
10. **IGA**: Income Generating Activities
11. **IRI**: International Resource Committee
12. **JICA**: Japanese International Co-operation Agency
13. **KMFI**: Kassala Micro Finance Institution
14. **KVTC**: Kassala Vocational Training Center
15. **MF**: Micro Finance
16. **MOFEL**: Ministry Of Finance, Economy and Labor
17. **NGO**: Non-Governmental Organization
18. **SLDP**: Sustainable Livelihoods for Displaced and vulnerable host Communities Project
19. **SORD**: Sudan Organization for Research and Development
20. **TOR**: Terms Of Reference
21. **TSI**: Transitional Solutions Initiative
22. **UNCIEF**: United Nations Children Fund
23. **UNDP**: United Nations Development Program
24. **UNHCR**: United Nations High Commission for Refugees
25. **UNIDO**: United Nations Industrial Development Organization

26. **UTD**: Unified Training Department
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Executive Summary

The World Bank has requested the conduction of a consultancy service for SLDP pilot project under a series of in-depth studies intended to complete the project design towards implementing a viable project pilot phases. A consultant was mobilized to undertake a study on assessing NGOs, CBOs, CSOs capacities to strengthen the capacities of local stakeholders to plan and deliver services and sustainable livelihoods for displaced populations and vulnerable host communities in six targeted places in Kassala State.

The assessment is planned to undertake the following specific objectives:

- Assess the institutional and operational capacities of local NGOs, CBOs, and CSOs to plan, and manage public services, and deliver sustainable livelihoods.
- To devise partnership arrangements by utilizing and building on strengths of NGOs in executing their mandates to support the project implementation process, through building institutional capacities, regulatory framework and systems, and the linkages necessary to sustain organizational and management and relationship.
- Enhance and promoting effective community planning and implementation capacities through building both institutions and individual capacities involving knowledge, skills, attitudes and positive behavioral traits of individual to discharging their working responsibility to acceptable standards.
- To identify specific areas of Capacity Building subject CSOs, CBOs and NGOs capacities to perform technical and functional roles and responsibilities within or in partnership with the pilot project.

The study been conducted during the period 4 January to 31 February 2015 through flexible methodology involving a thorough desk review of the project documents, and study reports; comprehensive field work covering all communities, held meetings with a broad band of stakeholders, including concerned Government Staff, NGOs, Networks, UN agencies and International NGOs, besides key informants representing local elites and public figures. Of the main source of information are SLDP project staff who had available opportunity for the consultant to join their routine field visits and to involuntarily observe work process and interactions with the beneficiaries. This has informed drafting real world evidence on the type of available capacities and gaps and the practical way of addressing them. A verification workshop was delivered to share and agree field findings and provisional recommendations. The workshop has fruited positive responses and consensus.

The study has yielded practical recommendations on the need to recognize the need for community institutional maintenance towards building a viable institution capable of envisioning future sustainability of SLDP model fused with the right capacities.

The study has also solicited Government departments with stake in capacity building together with service providers including NGOs and CSOs and the dedicated government units. The UTD of the ministry of Finance, Economy, and Labor has shown preparedness supported by the Ministry to play a pivotal role in the coordination and the overall capacity Building at state level and as such well received the proposal to establish the FACILITY as an institutional body. The study has clearly stipulated all aspects of Structure management arrangements, financing and working relations and procedures.

The study has identified capacity needs at different levels including at CDCs level. A general Capacity matrix (table 3) is laid to include general capacities needed for all potential levels (Government service providers, NGOs and CSOs) as well as at CDCs level. It has been recommended and agreed that UTD shall direct budget resources to government departments mandated with Capacity building roles. It is a general perspective on the sustainable delivery of the services.
An in-depth capacity assessment is undertaken to respond to the urgent capacity needs for Pilot project implementation. Table (4) give a matrix for the priority capacity needs, more focusing on Community Facilitators (CFs) chosen to support project implementation, together with Youth and women groups targeted skills.

The study has strongly recommended that no talk about sustaining capacities of the targeted stakeholders without creating a robust institutional framework that links all parts and furnish a platform for all stakeholders’ interactions.

SLDP by engineering the institution could impact future implementation of development interventions and claim on its own right an added value.

The study falls into three chapters; Chapter one gives an introduction, objectives, methodology and study approaches complemented by a detailed inception report (Annex: 1); Chapter (2) gives highlights on the survey findings and conclusions and shade light on the direction of the recommendations. Chapter three gives an account of the recommended institutional set-up, the recommended capacity buildings needs at a broad and specific levels for priority implementation by SLDP.
Chapter 1: Introduction

1.1 Introduction

The World Bank has established the multi-year Global Program on Forced Displacement (GPFD) with the objective of improving the way it deals with the development challenges of forced displacement as an issue fully integrated in its work on post-conflict recovery and peace-building.

In the vein of addressing the problem of displaced communities the Bank in collaboration with UNHCR and UNDP and along with the decisions taken pursuant to the "The International Donors and Investors Conference for Eastern Sudan" in Kuwait, December 2010 which led to the formulation of a Transitional Solutions Initiative (TSI) for eastern Sudan, jointly endorsed by UNDP, UNHCR, and the Bank. Under the above initiative (TSI), The Government of Sudan has received funding from the World Bank’s State and Peace-building Fund for a project titled “SUSTAINABLE LIVELIHOODS FOR DISPLACED AND VULNERABLE COMMUNITIES IN EASTERN SUDAN–INITIAL PHASE PROJECT (SLDP)”. The overall objective of the project is to strengthen the capacity of (local) stakeholders to plan and deliver services and sustainable livelihoods for displaced populations and vulnerable host communities.

1.2 Interpreting the TOR

i. Objective of the Study:

The objective of the assignment falls within the overall objective of the project heralded to strengthen the capacity of local stakeholders to plan and deliver services and sustainable livelihoods for displaced populations and vulnerable host communities. Framed under the overall objective of the project, the objective of the assignment is clear and specific as to:

- Assess the institutional and operational capacities of local NGOs, CBOs, and CSOs to plan, and manage public services, and deliver sustainable livelihoods.
- To devise partnership arrangements by utilizing and building on strengths of NGOs in executing their mandates to support the project implementation process, through building institutional capacities, regulatory framework and systems, and the linkages necessary to sustain organizational and management and relationship.
- Enhance and promoting effective community planning and implementation capacities through building both institutions and individual capacities involving knowledge, skills, attitudes and positive behavioral traits of individual to discharging their working responsibility to acceptable standards.
- To identify specific areas of Capacity Building subject CSOs, CBOs and NGOs capacities to perform technical and functional roles and responsibilities within or in partnership with the pilot project

ii. Scope of work:

The scope of the work to be covered under the assignment is apparently consistent with the terms and objectives of the assignment. However it is worth mentioning that for institutionalizing capacity building as an ongoing and sustainable effort, more shall be done to focus on the role of the Government departments which are instrumental to effective implementation of project planned interventions, in addition to the Local Government Authorities by virtue of their direct responsibility over social services
and allocation of productive resources (land, pasture etc.), and development support in line with the project interventions.

The study shall also assess capacities of the local government apparatus in support of targeted communities, facilitating their roles in the delivery of services and allocation of resources, and ensuring their rights to fair economic and social entitlements. Potential areas of relevant capacities could be explored.

The issue of future sustainability of Capacity Building beyond SLDP pilot shall be carefully labored by engaging the dedicated Government departments of the concerned line ministries especially by positioning MOFEL in the front, together with Ministry of Agriculture:(Extension, Range and Pasture, and Land Use departments), besides Forestry National and State Corporation to streamline technical training in livelihoods interventions targeting better natural resource management. In addition to the State Water Resources Corporation, as a critical elements in the drive towards sustainable livelihoods development support to targeted communities. This would involve identification and enlisting areas of capacity gaps at NGOs, CBOs and CSO levels. The study shall also explore the role CSOs could play to build a wave of support to lobby for targeted population rights and to voice their concerns.

Women associations shall be considered in the survey for the support they provide in the form the capacity building packages addressing women needs and concerns, and their abilities to lobby for women rights. This would benefit women associations in the targeted communities in view of their apparent low representation in local institution, and further to ensure their rights. Hence, therefore this shall be one element of assessment and design of capacity building interventions.

A special area to be handled through this assignment is on how to coordinate the emerging actions. The study shall work out specific and clear recommendation informing how the pilot project could effectively and efficiently manage the resultant actions and the type of viable mechanisms, the ones that answer the question of resources and partnerships and joint funding including management arrangements, including an optimal level of operational capacities SLDP shall need.

iii. Methodology

The methodology consulted in undertaking the assignment as prescribed in the TOR represents a feasible option towards generating much of substantive evidences that are required to reaching the study objectives. The methodology could be elaborated as follows:

- Desk review has provided baselines for the study, which has involved project documents including the project design approach and the logical sequencing of implementation steps (pilots) in a state –of –art- manner. Moreover review of progress made, State level Training and capacity building policies and plans and the type of institutions vested with implementing them, has pointed to the areas for the study focused actions and the potential gaps to be illuminated and addressed through recommended actions.
- A quick test of some of the study assumptions was aided by a test sample involving one of the targeted community based organization (Tajooj) has clearly illuminated a drastic overall capacity gaps founded on the premises of dysfunctional institutional and non-operative organization structure. This would benefit the study process for verifying a bundle of assumption, which would form a basis for selecting short-cut assessment parameters.
- A similar preparatory exercise involve a quick listing of NGOs and area of operation in relation to delivering capacity training to grass-root community organizations and association. The attempt has produced a short list of NGOs and network with track record in provision of such services
backed by some donors including UN agencies e.g. UNICEF, FAO, UNDP, UNIDO, UNHCR and some INGOs including Practical Action, JICAs, and PLAN Sudan in addition to some other NNGOs.

iv. Approaches and implementation plan:

a) The study approaches entail logical sequences of research actions starting with using the appropriate methodology and data collection tools and observing interrelations between the data sources and the opportunity for data refinements through cross checking and verifications, where generating conflicting data seems quite possible. A good example is to justify why one starts at contacting official sources first before embarking on investigations at lower level targeted institutions or otherwise. The study approach is to start at the targeted institutions first to substantiate an informed case to build the argument for Official institutions’ support. This would also help in defining the required support and helps to clearly establish the State strategy and plans for capacity building directed to the targeted communities, and consequently the level of funding required from the budget, based on agreed plan of action.

b) The field survey will target the following institutions in the same sequence:
   - CBO in the six IDPs camps/settlements as given in Annex 1 (Visits time schedule).
   - Six local/national NGOs and Networks of local associations (see annex 1).
   - State based CSOs namely: Women Development Association Network, Al-Gandool Community based Development Committees, and NGOs Network.

c) Field Visits are planned to be undertaken simultaneously with project routine visits to the six targeted communities, this would offer the consultant a chance to observe and assess the CDCs implementation capacities, and their understanding of the processes and their progressive interactions.

1.3. Implementation Plan:

Accordingly the field survey visits are planned as indicated in appendix 1. A tentative checklist is given guide interviews with stakeholders.
Chapter 2: Highlights on Field Survey Findings

Community Development Committees:

2.1: Community Development Committee (CDC)

- The CDC is registered with HAC under the Voluntary Work Act under Tajooj Almadrassa Community Development Committee. The CDC serves 600 families distributed into 5 neighborhood clusters namely: Aliab, Madrassa, Middle, Western, and Tigray.

- Executive Committee is represented by:

  - Mr. Omer Mohamed Deen Hussein __________ Chairperson,
  - Ramadan Wad el-Faki Mohamed Ali __________ Deputy Chairperson
  - Mr. Ahmed Mohamed Ahmed __________ General Secretary and the treasurer
  - Mr. Salih Adam Salih __________ Deputy General Secretary
  - Mr. Abbakar Wad el-Faki Mohamed Ali __________ Social Services Officer
  - Ms. Faiza Ramadan Wad El-Faki Mohamed Ali Women __________ Affairs Officer

i. Executive Committee Members:

  - Musa Osman Wad el-Faki Mohamed Ali
    - Mr. Mohamed Osman Hassan
    - Mr. Abdelraouf Gasim Abdalla
    - Mr. Ali Karazibino
    - Mr. Hassan Alhassan Mohamed
    - Mr. Omer Basoomi Faki
    - Mr. Yousif Karar

ii. Objectives of the CDC are to:

  - Develop their Community,
  - Raise the capacity of its members
  - Build the capacity of members to shoulder their responsibilities towards their families and the community at large.
  - Ensure better delivery and management of social services.

- Past Experiences with Development Assistance:
  - GOAL (Ireland)
  - Plan Sudan
  - IRC
- Type of Assistance provided by Donors
  - Building of a Basic School; provision of water facility and sanitation; health care education; women development support; literacy classes.

- SLDP Phase: I interventions’ package
  The CDC executive role, under similar arrangements made by the project, is aided by the establishment of six village (community) neighborhoods cluster each assigning three facilitators to help in the delivery of services of the project interventions. Facilitators at the CDC’s level form the second tier of the community structure and future leaders. The structure envisions where capacity building support are needed to sustain the project outcomes. Facilitators in addition to CDC’s executive, women and youth become the targets of the capacity building assessment and the basis for modalities and design for the project capacity building packages.

**iii. Findings and observations of the meeting:**

- The types of community founded in the past have declined with the phasing out of donors’ assistance.
- Except for the legal requirements for the registration of Tajooj CDC, and many others seem to follow the same route and appears to be formed by donors to dispense their projects’ activities with less caution to nurturing a sustainable institution to care for community development in the future.
- CDC appears to be assimilated by the village Popular Committee serving the community representing, at its own right, the lowest Local Government structure vested with the delivery of social and economic services and representing Government at local level.
- Homogeneity or Heterogeneity of the communities addressed matters in the formation of a CDC, especially in relation to equity, power relations and inclusion of minorities and the disadvantaged.
- The interface of two or more institutions within the same community could be seen as an advantage when differences in the mandate of each of the local institutions are reconciled, harmonized and mediated into a common goal.

**iv. Recommendations:**

a) At the institutional level:

- A review of the community institutions is needed as a first step towards setting a common mandate and define roles and proposed management arrangements.
- Adequate capacities are needed to transform community organs into one functional institution while observing their special mandates.
- Sustainable local government presence to support and deliver services to communities is conditioned on working through the popular committee institution and in close coordination with CDCs along a mandate to serve community development goal.

b) At operational level
• **Capacity** building integrated training packages including:
  - Management training in executive work including organization maintenance, leadership capacities, team building and group cohesion, social orientation of community agents, problem diagnosis and solutions techniques and tools, gender sensitivity and social inclusion, resource mobilization and management.
  - Priority setting, programming and project management cycle
  - Implementation monitoring and evaluation
  - Reporting, documentation, communication and lobbying.
  - Financing options, MF and credit management
  - Business skills, IGA and vocational skills Training (Youth and women).

2.2: **Amara Community Development Committee (CDC)**

Amara village was surveyed on 13\textsuperscript{th} January 2015. The meeting was held and attended by the CDC Executive Committee members, the clusters facilitators, and some of the first patch of beneficiaries. The visit was coordinated and facilitated by SPU staff.

The CDC was first found by GOAL (Ire.) in 2004 to deliver services for the community mainly in the area of Education, water, health and sanitation. The CDC thereafter had also been served CHF, CDF, Practical Action and recently SLDP.

One main contribution of CDF was the initial support of Savings and Credit funds program targeting 73 women groups delivering finance to the tune of SDG 14 million.

Amara represents an ethnically homogenous community of Beni-Amir Tribe who were driven by war and conflict from their borders and near borders habitat around the year 2004. The committee, while also share with the Popular Committee the mandate for serving the community, has shown a comparably high state of social cohesion and accountability and coordination. This has offered a condition for working with both structures through defined roles and mandates. This collaboration represents at all time their main strength to advance successes towards achieving tangible results.

The CDC represents the village population estimated at around 5000 people in some 1000 households.

i. **The Executive Office of the CDC** was elected through an open and democratic process, and comprised of the following members and their functional designations

<table>
<thead>
<tr>
<th>Member</th>
<th>Designation</th>
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<tr>
<td>Mr. Hamid Mohamed Omer</td>
<td>Chairperson</td>
</tr>
<tr>
<td>Mr. Idris Deen Mohamed Ibrahim</td>
<td>Deputy Chairperson</td>
</tr>
<tr>
<td>Idris Mohamed Idris Mahmoud</td>
<td>Secretary</td>
</tr>
<tr>
<td>Mohamed Gumma Ali</td>
<td>Treasurer</td>
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It is noted that women representation in the CDC is very low. The members have attributed that to the observed cultural (religious) barriers. However, they claimed that women rights and entitlements are guaranteed through observance of women equitable access to project benefits and entitlement. They also mention that they continuously search for ways and means to overcome the situation through openness and consultations with women.

**ii. CDC Capacity Assessment:**

Capacity building packages in term of modular design and targets at CDC’s level address the needs of the Executive Committee members, facilitators, women and youth in different areas relating to planning, priority setting, implementation and monitoring for livelihoods interventions as well as managing social service delivery systems in collaboration with the official Popular Committee structures at the community levels.

The narrow mandate of the CDC as imposed by Donors interventions has impaired its ability to evolve into a community institution that is capable of handling a broader mandate for addressing the present and future multiple need of the society at large. The current CDC situation has illuminated low capacity manifested in:

- Lack of development vision and mission which have curtailed the process of planning in terms of priority setting, action planning, implementation of development actions besides abilities to monitor, evaluate and learn.
- The CDC under SLDP framework still continues to narrowly see their role as managing the project benefits as entitlements however limited, in an equitable manner acceptable by the targeted beneficiaries.
iii. Areas for Capacity Building: Targeted stakeholders and selection guidelines:

1. CDC Executive Committee Members:

All executive committee members are eligible for capacity building support by virtue of their leadership role. Moreover at least three members of the general assembly, who might be the potential candidates to undertake future executive function, and whose role is salient to play supervisory and monitoring role over Executive Committee performance, shall be given the opportunity to benefit from Capacity Building sessions. This in total adds the number of participants to around 20 participants per each CDC.

2. Clusters’ Facilitators:

Capacity Building strategy is to ensure sustainable capacities through engaging all facilitators who represent the present and future human capital of the society and who will be entrusted with leading community development in a sustainable manner.

Selection of facilitator is currently uneven as some communities have large number of facilitators than others despite variability in the number of households, as shown in table (1) below.

It is proposed that equal opportunity shall be given to all clusters’ facilitators, to be covered in patches where at least nine (9) facilitators from each community are to be trained in the 1st patch. This would mean that 52 facilitators are to be trained for the full capacity building training package. The size of the individual patch will be determined according to the training design. The number could also be above 52 participants to have a manageable class size. More potential participants especially from communities which exhausted the candidate facilitators (e.g. Baryay) could benefit by electing potential facilitators, Youth active agents, or from the General assembly of the CDC who are not members of the Executive Committee. Priority shall also be given to communities with remaining untrained facilitators through the 1st and the 2nd patch (e.g. Amara) Hence it is recommended that the project would target 120 participants in two patches comprised of four (4) classes

Table(1): Community Facilitators Training

<table>
<thead>
<tr>
<th>Community</th>
<th>No. of HHs</th>
<th>Total # Facilitators</th>
<th>Facilitators 1st patch</th>
<th>Balance untrained</th>
<th>Facilitators 2nd patch</th>
<th>Additional participants</th>
<th>Total Participants 2nd patch</th>
</tr>
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<tr>
<td>Tagoog</td>
<td>375</td>
<td>12</td>
<td>9</td>
<td>3</td>
<td>3</td>
<td>6</td>
<td>9</td>
</tr>
<tr>
<td>Baryay</td>
<td>500</td>
<td>9</td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Elgnaid</td>
<td>575</td>
<td>18</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Amara</td>
<td>637</td>
<td>33</td>
<td>9</td>
<td>24</td>
<td>24</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Karay</td>
<td>600</td>
<td>18</td>
<td>9</td>
<td>9</td>
<td>0</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Hadalia</td>
<td>967</td>
<td>12</td>
<td>9</td>
<td>3</td>
<td>3</td>
<td>6</td>
<td>9</td>
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Training of Trainers (TOT) modules on each topic shall be developed and facilitators who show high performance during the initial trainings are to be chosen and subjected to intensive training (TOT). A training mentor shall be assigned to supervise and guide the forthcoming trainings.

2.3: Karay Dareer Community Development Committee (CDC)

Karay Dareer community of Rashaida Tribe is both a new settlement and a host of IDPs. The population represented by 15 families (Households) in 1990 now estimated at more than 500 families (2014). The total population is estimated at around 5000 people settled in eight neighborhoods (clusters)

A community Development Committee (CDC) was formed in 2014 as the first CDC in the community, sharing responsibilities with the existing Popular Committee, which is the representative, local Government structure. The CDC is managed by an Executive Committee, composed of village leaders, and represent mainly a tribal power hierarchy as indicated by members named below:

Mr. Masoud Abdalla Abu Fahad Chairperson
Masoud Ali Masoud Deputy chairman (tribal chief)
Mohamed SaliemAlimairi Secretary
Salami Abdalla Ibaid Member
Ibaid Abdalla Masoud " " "
Ahmed Ali Masoud " " "
Hamid Ibaid Alla Masoud " " "
Saad Abdalla Masoud " " "
Nafie Ali Masoud " "
Ali Salim Masoud " " "
Ahmoud Ahmed Beriek " " "

The main livelihoods stay for Karay Dareer community depends on Pastoralism and limited animal raising and subsistence rain fed agriculture at distance from their settlement. Petty trade mainly in consumables, in addition to animal marketing in small numbers are the other source of income and livelihoods.

The community is acutely suffers from water shortage for domestic and productive uses except for a short span in the rainy season where they harvest water in ground reservoirs (Haffirs) and terracing for cultivating early maturing varieties of sorghum for food. Therefore water represents one of the most expensive items in the households’ expenditure budget. Water is brought and sold by commercial tankers. It is noted that the community shows huge disparities between the few well - off families and the majority poorest members of the community especially between women and unemployed illiterate youth. Illiteracy is high among women and elder and among youth especially school dropouts.
The village is served by one basic school, a dispensary and powered by private and commercial electric generators.

SLDP interventions, the first of its kind in the area is highly appreciated by the community as it is making a lot of difference in their life and added much to their livelihoods assets, besides it opened their eyes to the importance of organizing themselves into an institution that could serve their affairs in the future, and initials the walk towards freeing their potentials.

The executive committee has elected 24 facilitators from eight clusters (3 represent each cluster). Their role is to mediate the project interventions.

Areas of capacity building most needed by the CDC revolve around acquiring skills, tools, techniques and working knowledge in:

- Participatory local planning and identification of priority development options.
- Project design and project management cycle.
- Natural resources management represented by; environment conservation and maintenance measures and actions, including: Range and pasture management; water resource development and management including water harvesting, use, and sanitation measures; Forestry and environment-entrepreneurship.
- Livestock healthcare; nutrition, fodder processing, and animal production including Para-vets training.
- Vocational skill training for youth and Artisans including for women and girls.
- Home economics skills of embroidering, tailoring, food-processing mats making cottage works products including leather tanning and processing. Also including childcare and nutrition.
- Small business enterprises management in inputs procurement, production, costing and marketing.
- Business groups formation (production cooperatives) and management including in production processes.
- Micro-finance is a promising stable source of community finances. Built on the project interventions to promote acquainted and skills of managing revolving fund as part of savings promoted by restocking conditional recycling of benefits, lay the foundation for Micro-Finance.
- Kassala Micro-finance Institution (KMFI) has established a specialized training center, which is expected to play a leading role in promotion of financial inclusion relevant to the case of the targeted communities for financing their individual and communal investment initiatives.

**2.4: Hadalia Community Development Committee**

Hadalia CDC is no exception of the type of CDCs formed by CDF and other donors to deliver livelihoods services fostered by the project. It is further influenced by the strong cultural and tribal hierarchical power structure of the Hadandwa tribal leadership. Past donors’ presence had not been accompanied by any form of community institutional formation. However, the community leadership is seen as receptive and collaborative with SLDP project interventions. Equitable access to SLDP benefits could only be assessed against equity and accommodation of the poor and the most needy sects of the community.
The CDC executive membership is a blend of influential tribal leaders, the Popular Committee members and a second echelon of local development agents. The CDC also supported 12 community facilitators representing four clusters, to assume an operational supporting role to assist CDC in delivery of the project services.

Illiteracy is predominant in the community, a fact that justifies membership interface along the existing social and communal institutions.

The popular committee by virtue of its representation as an official local government structure dominates the political sphere and retains political powers in the community, however such role is greatly moderated by the presence of the CDC that has harmonized potential conditions of rivalry and competition.

The CDC’s Executive Committee membership is formed by the following names, which again indicate family and lineage affiliations:

- **Mr. Ahmed Mahmoud AlGadi** Chairman
- Mohamed Ahmed Mahmoud Deputy Chairman
- Naier Ahmed Mohamed Tahir Secretary

Members:

- Ahmed Sayedna Tahir
- Hamid Mahmoud Hamid
- Ohaj Mohamed Tahir
- Mohamed Adam Mohamed Idris
- Mohamed Ahmed Bakash
- Mahmoud Mohamed Elamin Musa Tirik
- Hamid Adroub Ahmed
- Ali Ahmed Oshieek
- Mohamed Deen Mohamed Adam Member
- Ohaj Ahmed Abu Fatima Member
- Mohamed Elamin Mohamed Abdalla Member

The CDC holds Bi-monthly meeting representing the four clusters originally registered as Popular Committees. The hosting community of Hadalia is composed of three clusters and a fourth one (Alsalam) is comprised of war driven IDPs who also belong to Hadandwa Tribe.
The CDC appeared to benefit from previous donors assistance (CDF), and the existing CDC was registered to deliver CDF assistance. The CDC however is lead by the Popular Committee members occupying the four top executive positions at the CDC executive committee. SLDP should take steps towards institutional maintenance to ensure that the sustainable community development role is safeguarded within a context of responsive local governance.

While Hadalia CDC executives were unable to present a written long term development strategy, but they are clear about their needs and their capacity gaps, however been articulated, and were able to enlist in general terms their future plans as follows:

- Improving community social and economic wellbeing
- Resource mobilization from the Government and donors’ development assistance
- Promote and enhance community capacities to learn how to manage their affairs.
- Better manage their community natural, financial and human resources.
- Enhance their capacities to design and manage development programmes.
- Improve social services especially in water, health and sanitation services including eradication of endemic diseases (TB, Malnutrition and Malaria), provisioning and up-grading of education services including in illiteracy, vocational skills and IGA.

The above list could be further elaborated when considering the gaps assessed for all of the other CDCs.

2.5: Baryay Community Development Committee (CDC)

Baryay community is merited with it’s vicinity to Kassala city, easy access and all times identification by donors as one most in need of development assistance. GOAL (Ire.) was present during the years (2003/2005) delivering on water and sanitation, community health and basic education. IRC also worked in Baryay (2005/2006) offering same packages of services. UNICEF was present in (2004) and Practical Action in (2009). Practical Action has offered Baryay and neighboring communities one of the most substantive livelihoods support (for cultivation of about 1500 Feddan) by constructing GIRGIR Dam for Water harvesting. Baryay CDC also ensured outreach by assuming the membership of Al-Gandool CDCs Network.

The CDF has greatly influenced Baryay community through consolidating development efforts offered by the phasing out development actors. The presence of SLDP has also influenced the community CDC previously formed and accepted by the donor agents as a representative, legally registered body under HAC laws. Through conducting training and further targeting sustained capacities, SLDP has established a system for engaging a second layer of community development facilitators.

i. CDC Executive Committee Members:

Baryay CDC involves 9 facilitators representative of the three neighborhoods of the village. Compared to other CDCs in terms of relative maturity in community services, number of educated
and experienced community members; Baryay CDC stands at near level to Amara CDC. Baryay CDC is also lead by the Popular Committee at the top of the executive positions.

The membership of the CDC’s executive committee is composed of:

Mr. Mohamed Abu Amna Mahmoud
Onour Oshiek Onour
Mohamed Shereif Ahmed
Omer Faki Yousif
Chairman
Deputy Chairman
Secretary
Treasurer

Members:

Ahmed Osman Ahmed
Ohaj Mahmoud Ohaj
Gasim Sayed Mohamed Hamid
Ohaj Ibrahim Mohamed Zaroug
Adarhamoy Musa Husien
Ahmed Ohaj Malasi
Seedi Idris Mohamed
Naksoub Tahir Omer
Sayidna Ohaj Oshiek
Ahmed Onour Idris
Mohamed Hamid Mohamed Hamid

During the days of high activity with donors’ aid, Baryay community had been subjected to many forms of capacity building among those are interventions in community development management capacities, institutional and organizational management of community affairs, together with livelihoods support systems in Agricultural production through pilot testing, water harvesting, use of agricultural crop protection techniques, range rehabilitation and management, animal production and introduction of breeding and animal healthcare tools and techniques. However basic the trainings are, they well faded with phasing out of capacity support. On the front of community management the support was drastically limited.

SLDP has also started training for some capacities relating to areas of their livelihoods interventions, these include a package of animal healthcare and production services, and trainings in community management, basically in relation to project management cycle and monitoring and evaluation for tracking viability of SLDP interventions.
Women are not represented at the CDC level and their voices fade into the men’s loud voices and their claims go implicit in vague recognitions of their rights, however their share in the project’s benefit is reasonably secured and within the average for all targeted communities (30% of total; see table (2) below).

Table (2) below shows women targeting in each community, where Karay Dareer comes first in terms of equity of benefit distribution, achieving a (50 to 50%). The overall average distribution on gender basis amounts to 34% for women. Baryay has achieved a percentage below average i.e. 30%. Compared with planned distribution, (distribution for 2015), Karay Dareer is also targeting the highest among females in other communities at 44% followed by Tagoug at 35%, while others are below the overall average of 32%. Non-representation of women in the decision-making process could be one explanation for their low share. This definitely is something that has to do with reforming the institution’s set-up to enable women to equitably access resources and productive assets. Building women capacities to defend their rights is a case in point, when considering planning for capacity building interventions.

### Table(2): Project benefits distribution based on gender equity:

<table>
<thead>
<tr>
<th>Community Name</th>
<th>Total # H.H</th>
<th>Households Targeted for 2014 Out of 50</th>
<th>Households Targeted (2015) Out of 100</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Males</td>
<td>Female</td>
<td>Males</td>
</tr>
<tr>
<td>Aljinaid</td>
<td>375</td>
<td>34 68 16 32</td>
<td>71 71 29 29</td>
</tr>
<tr>
<td>Baryay</td>
<td>500</td>
<td>35 70 15 30</td>
<td>72 72 28 28</td>
</tr>
<tr>
<td>Tajooj</td>
<td>575</td>
<td>38 76 12 24</td>
<td>65 65 35 35</td>
</tr>
<tr>
<td>Amara</td>
<td>637</td>
<td>36 72 14 28</td>
<td>73 73 27 27</td>
</tr>
<tr>
<td>Karay Dareer</td>
<td>600</td>
<td>25 50 25 50</td>
<td>56 56 44 44</td>
</tr>
<tr>
<td>Hadalia</td>
<td>967</td>
<td>35 70 15 30</td>
<td>73 73 27 27</td>
</tr>
<tr>
<td>Total</td>
<td>3654</td>
<td>203 97</td>
<td>410 190</td>
</tr>
<tr>
<td>Average %</td>
<td>66%</td>
<td>34%</td>
<td>68%</td>
</tr>
</tbody>
</table>

### ii. Gaps and capacity Building Needs:

CDC’s Executive Committee members, community Facilitators, the targeted beneficiaries and the Youth Group who attended the assessment meeting were able to clearly define their capacity gaps and to give quick proposals for the capacities they believed important to bridge their capacity gaps. These could be summarized in the following:

### iii. Capacity Gaps:

- Capacities for managing the community institutions, and organizing collective efforts.
- Planning small development projects, and management of small businesses for communal and individual levels.
- Implementation and monitoring of communal planned program at the local level investments and communal initiatives.
- Fund raising and financial resources mobilization and management
- Animal and crop (food) production and marketing including orchards and vegetable production.
- Farm management and agricultural extension.
- Natural resource management (Pasture and land, water harvesting, Forestry and environmentally businesses, environmental conservation and adaptation.
- Vocational skills for youth groups regarding self-employment and for Artisan markets
- Women small business skills of handicraft, food processing and marketing including cottage industries and handicrafts.
- Small ruminant raising and veterinary services
- Literacy classes for women, girls and elders.

It seems that all CDCs are similarly lacking basic capacity both of institutional and operational dimension to meaningfully address their development challenges. To sustain the gained capacity they have to systematically operate and induce government services within the framework of good governance, hence to reconcile their institutional mandates. One way is to engineer a culture of solidarity and complementarily working with the existing popular committee for handling an integrated package of livelihoods and social development mandate.

2.6: Al-Jinaid Community Development Committee (CDC)

Al-Jinaid CDC shares some characteristics of other communities described of having a homogenous ethnic structure. Aljinaid predominantly belongs to AlShukrya tribe who migrated in the sixties of the last century to New Halfa Agricultural scheme from their homeland (villages) in Butana mainland. They practice both agriculture and pastoral livelihoods styles. The CDC was initially established in 1990 as a popular committee found on the premises of the Local Government Structure, to pursue community development and for delivery of social services and as a vehicle for political roles at the bottom of the governance structure. The CDC continues to provide service to through delivering donors’ development assistance especially in community mobilization and implementation of intervention in basic social services including awareness on gender and child issues.

The community ranks relatively high in education, and hence exhibited in their capacities to organizing and establishing good partnership with donors. This as clearly manifested in their collaborative engagement with the project.

The CDC is almost run in close coordination with the popular committee whose members hold the six top positions in the CDC’s executive committee as they clearly spelt that the Popular Committee is, the mini-Government.

i. The CDC Executive Committee is comprised of the following members:

Mr. Ahmed Ibrahim Mohamed Jinaid
Chairperson
Members:

Babikir Yousif Babikir
Hassaan Aliebaid Alhaj
Hasab Alrasoul Ali Abdalla
Faisal Mohamed Elamin
Abdelwahab Abdelrahman Ali
Alagib Idris Abdalla
Bakri Faza’a Adlan
Ms. Ayna Abdelazim Mohamed Jinaid
Ms. Amna Ahmed Hassan

Women representation and presence in the meetings is outstanding among all other committees. However their share in benefit is one of the lowest among all communities (only 16% went for women)

ii. Community Priorities:

The CDC has listed community priorities in:

- Start-up of small businesses in support of women initiatives and for establishing Savings and credit fund, with a view of linking to Micro-Finance.
- Train women in sewing and embroidering skills, food processing, and home economics.
- Training in simple accounting and resource management
- Training in Micro-Finance and loan management.
- The CDC’s Executive Committee members cited management training in areas of planning and implementation of agricultural crop production projects.
- Procurement and better use of resources and agricultural inputs, agricultural and animal production and extension, and marketing skills.
- Acquiring and managing financing for productive uses, including from banks and official sources.
- Management of communal investments at CDC level, including in the services sector.
2.7: Popular Committees Institutional structures at Local level

Popular Committees represent the formal Government local structure at community level. They were initially formed as village council under local Government Act (1990) and evolved into the current popular committee structures, to assist Local Government represented by respective localities. The locality governing structure is made of clusters of popular committees designated as sectors. Each sector involve a number of constituent popular committees run by locality officers each officer is assigned to one line of social services (health, education etc.). Each cluster elects a representative who coordinates the affairs of the popular committee and links them at the locality administration.

With such set up, popular committees handle communities’ mandates to deliver services. Effectiveness of popular committees therefore depends on government support and their capacities to manage community affairs. The formation of CDCs that was promoted by donors’ interventions posed a situation that has subsided Popular Committees on the basis of mistrust arising from donors’ belief that projects’ resource would probably be abused by the government, a long standing conviction that has resulted in the emergence of two parallel community institutions. But since it is not attainable to find adequate number of community agents to lead many institutions within the same community, Popular Committees surfaced on both institutions and the powers of the popular committee dominates the CDCs structure.

The local government institutions (the localities) assuming a supporting role to the communities through their own local structures, often find themselves under no obligation to foster CDC’s roles in building and sustaining capacities for livelihoods and social services for future welfare of the targeted communities. Popular committees also tend to hide their dominance over CDCs’ executive management. However, almost all members of the executive committees’ are the principal executive members in their respective clusters.

In recognition of these facts as of paramount importance for SLDP in its quest to customize sustainable capacities and competencies for the community institution is to undertake a quick review and maintenance of such institutions and address their capacity needs without discriminating against Popular Committees’ leaders. A proposal is to unify the community around one leadership structure, possibly the Popular Committee to represent the community and to integrate CDCs as operational and technical development arm to care for livelihoods aspects. Another option is to assign each popular committee two sub-committees one for social service delivery and the other for livelihoods development, with clear mandates and operational guidelines, and the overall management regulatory and operational frameworks.

These actions would make it mandatory for the Localities to provide and channel Government support, specifically as far as capacity building is concerned and accept the future role of sustaining SLDP and other agencies’ support without regenerating the same situation every time a donor show up.

In addition to the common gaps and needs for capacity building it is essential to engage local authorities in training in the following areas:
- Mining and compilation of development database to assist planning, prioritization and allocation of services and development support.
- Systematic information management would help and build the capacities of concerned stakeholders to better plan and target their capacity as well as their development support.
- Design and implementation of manageable monitoring and evaluation systems to measure progress on achieved results of the respective interventions.
- A number of 4 participants from each locality could be elected as potential candidates for such type of training.

2.8: Assessment of NGOs and CSOs Capacities

NGOs as well as CSOs are considered in the capacity building study for their essential role in mediating the demand of stakeholders (the supply side of the equation) and also satisfying their needs to provide quality capacity building services (demand side) for CDCs, local government and serving donors’ agencies implementing capacity building components for targeted communities within their development assistance programs.

NGOs working in Kassala State are many, where by a conservative estimate they count to some 300 NGOs. However in terms of capacities to act as capacity service providers (the supply side) they are in acute shortage, and often compromise the quality of training they offer. Only few host some specialized training competencies. Even these are of low institutional and operational remits as cited by some of agencies demanding the services. Such NGOs who are present in the field depend on their ability to mobilize resource persons from different NGOs, individuals and Government staff.

CSOs who are made of a coalition of a number of NGOs, Community development Committees and CBOs, depend on outsourcing of consultants, or build on their own limited capacities to service simple low quality trainings mainly to their member clients.

Among the few NGOs with relatively high potential to up-grade the quality of their services are SORD which inherited ACORD (INGO) and possesses historic record in development research, development program implementation, and a vast experience in credit management and micro-finance for the poor, in addition to delivery of capacity building for grass-root community organizations, including in legal, institutional and organization management capacities.

NGOs, which focus on area-based operations among remote rural communities maintain effective entry appeals to those communities, could be elected for quality up-grading to provide the required capacity services at least to their targeted clients. Two NGOs enjoy a comparative advantage for delivering capacities on the supply side, namely Delta Voluntary Organization, and Betay Voluntary Organization.

Both NGOs could play a decisive role within their conservative communities and within similar cultural set-ups.

Delta Voluntary Organization has created strong links with UNDP, delivering capacities for Government Departments in areas of economic governance, peace building, and community development initiatives.
It also worked with EU on awareness and advocacy, and with UNICEF on health, basic education etc. The work on Governance could be of quiet relevance when considering strengthening local Government support for popular committees’ capacity building and also targeting capacities for sustaining linkages with Government institutions as targets for and source of sustainable capacity building services.

Betay Voluntary Organization became a partner of choice for some of the UN agencies, INGOs and Bilateral Cooperation Agencies, with the mandate of working especially in Hamashkorieb and Talkok Localities and similar communities influenced by cultural barriers with regard to women, and for promoting awareness on gender issues.

The capacity building interventions shall target Betay Voluntary Organization on planning, program design and implementation, resource mobilization and management. Awareness and campaigning, coordination and partnering with other stakeholders are other areas for capacity building.

Swaid Youth Organization has a comparative advantage in serving the large target groups of young population. Their active role in representing youth and lobby for servicing them especially with youth mobilization, vocational skills, employment and integration into the economic sector, are the type of services that would build the capacities of a powerful base of change agents, at community, state and national level, for now and in the future.

Swaid like other NGOs need the right and quality capacities in all aspects of planning for youth engagement for playing a positive role in their surroundings, in addition to advocacy and lobbying for policy change. Targeting youth capacities remains the short cut to the sustainable future.

2.9: CSOs operating in Kassala State:

Establishing CSOs Networks is a policy designed and adopted in Kassala State besides other State to compensate for the vacuum created after detention of some of the INGOs for political reason. The quick formation of CSO networks has illuminated their weak capacities and orientation; however they prevail and occupy a vast space. As such there is a need to consider them for upgrading their capacities in different ways.

2.10: Women Development Associations Network is a State’s wide coalition of 36 women NGOs and CBOs. They have, together, built a collective strength and capacities to effectively work with and for women in communities characterized by strictly closed culture of gender segregation, besides their needs for practical knowledge, and also for their wider distinct presence experiences and devotion to the faith of developing and building women capacities. Based on the above it is justified that the network capacities shall be up-graded to attend to the type of capacities needed to transform them into strong capacity building service providers on their own rights.
2.11: Other CSOs are:

i. **Al-Gandool Network:**
   Encompassing 62 Community-Based Development Associations formed to provide services to activate local level institutions within the network, and channel donors’ support to targeted community as third party facilitators. Their claimed capacities to provide services on their own should be taken with much caution, however their coordination and organizing role for support directed to their constituent members should be considered.
   The entry of their engagement could be through building their capacities in a selective way mainly to keep up with the services they provide for their client. They are elected for capacities related to networking, influencing policy level with regard to processes of civic engagement for grass-roots development planning and lobbying for fundraising.

ii. **CSO (NGOs) Network:**
   This represents a coalition of more than 30 NGOs managed by a registered CSO. Most active among them are The Sudanese RED Crescent, Sudanese Environmental Conservation Society, Kassala University, and the most active NGOs in the field. The CSO has the potential to be transformed into an influential network, especially with its wider membership who could be easily mobilized to form a movement of development agents, workers, activist and a strong social class for effective social development change, also to expand development human structure in a society that lacks every means to develop. And through this vantage, building their capacities could be seen as a real investment in the future.

   Training in networking, research and lobbying are potential areas for capacity building.
   Moreover training in information management and design of development database for broader use are essential for government departments as well as donors to inform planning development interventions at the targeted community levels. Hence indirectly contribute to sustainable capacity building.

2.12: Government Institutions offering Capacity Building Services

A host of Government Departments providing specialized, systematic and sustainable capacity services under the State Government plan and budgetary support include:

- Ministry of Agriculture Departments:
  - Agricultural Extension
  - Livestock Department
  - Range and Pasture
  - Land use and natural resources
- Forestry National/State Corporation (FN/S C)
- Kassala Vocational Training Center (KVTC)
- Kassala Micro-Finance Institution (KMFI)
• Kassala State UNIFIED TRAINING Department.

The services provided target livelihoods systems of all State’s communities as a vehicle for achieving better allocation, effective use and management of community resources. Despite the existence of institutional frameworks for service delivery, such institutions are lacking adequate budgetary support and misallocation of the meager financing, which is normally directed to staff training rather than triggered down in the form of direct capacity services for the targeted communities.

Most of the Government departments’ complaints raised are about inadequacy and untimely resources allocated to them, to the extent that they result in frustrating their plans. Recipients also complain of the low quality of training, especially with regard to training packages design, and inappropriate training methods adopted. In view of the importance of the services they provide, capacity-building programs shall consider improving partners’ capacities to deliver better service quality, and fusing effective planning coordination and cooperation.

2.13: Kassala State UNIFIED TRAINING Department:

Kassala State Ministry of Finance, Economy and Labor response to the complaints highlights political will to support development of state’s human capital through capacity building, and defused by the authorities through stressing their hard commitment for accommodating sectorial capacity building planning within the annual State Plan and Budget for 2015 and through ensuring high priority on budget execution. To that effect, to overcome limitations of coordination and implementation of respective sectorial plans, a dedicated department designated “The State UNIFIED Training Department” was established with clear mandate to:

vii. Coordinate, monitor and control Departmental plans, budget and expenditure and hold approval authority on release of budget and follow up on implementation and targeting.

viii. Review and check the quality of capacity building in terms of contents, quality, approaches and methodology, selection of instructors, targeting, resource use and overseeing trainings’ effectiveness and efficiency.

ix. Standardization of capacity building in terms of course design, and certification of service providers.

x. Coordinate and partnering with Agencies demanding the services and the service providers.

xi. Ensure sound institutional framework (mechanism/facility) and sustainable arrangement for capacity building in the State involving competent partners.

xii. Develop as appropriate procedures and guidelines for the management of the mechanism with stakeholders.

Moreover, MOFEL authorities had expressed their commitment to open the space for participatory planning at all levels as a policy in tune with the State’s Poverty Reduction Strategy, where communities play a masters’ not clients’ role. This commitment makes local planning the target for capacity building at community level and for stakeholders’ engagement.
2.14: UN Agencies demanding the services:

Some weaknesses in capacity building services, cited by some UN Agencies namely UNHCR, UNIDO, are the low quality of the training received under their programs, the difficulty to find specialized institutions, variant experiences among instructors and facilitators and high costs associated with mobilizing capacity resource person from Khartoum or elsewhere, besides high cost for organizing the events per each training.

UN agencies interviewed have made pledges to collaborate with SLDP and the institutional Capacity Building provisional Facility to be established under the State Unified Training Department. Equally they principally agree to participate in standardization of the service, and to share capacity building training with SLDP clients as feasible.
Chapter 3: Capacity Building; Needs, institutional and management arrangements

3.1: Capacity Building Facility and Management Arrangement

Overall Objective:

The Capacity Building Facility is established, pursuant to the project development objective “To strengthen the capacity of (local) stakeholders, including state authorities, displaced persons and vulnerable host communities, to plan and deliver services and develop sustainable livelihoods”. To build stakeholders capacities for sustainable livelihoods of the targeted community with full Government and public entities’ support. The consultant strongly recommend the institutionalization of capacity building by establishing a mechanism the” FACILITY” under full sponsorship of the Ministry of Finance, Economy and Labor and direction of the Development Planning Directorate, to which The State Unified Training Department leadership shall play a salient role, to ensure sustainable capacity building support system.

3.2 The Capacity Building Facility framework:

Specific Objective:

The Facility is set to specifically serve the following objectives:

- Coordinate capacity building efforts of all stakeholders.
- Promote competencies of capacity building providers, including through training and certification.
- Institute standard quality of capacity building services.
- Assist design of appropriate training packages using system approach and innovative techniques and methodologies.
- To coordinate implementation and control of sectorial capacity building plans and budget.
- Mobilize and allocate Government and donors’ support and monitor optimization of their use.
- Create a community of learning and exchange of knowledge and experiences between partners and stakeholders at all levels.

3.3 Partners and members of the Facility:

Partners and members of the Facility are recommended to comprise three categories of stakeholders’ interest. These include; Government concerned departments, Donors and UN agencies, NGOs/INGOs, CSOs including three established Networks. Names and designations are set below:

A) Government Entities:

1. Development Planning Directorate (Oversight)
2. United Training Department. (Chair)
3. Agricultural Extension Department
4. Livestock Department
5. Kassala Micro-Finance Institution (KMFI)
6. Local Government Authority (one Locality)
7. KVTC
8. HAC

B) UN agencies and donors:
1. SLDP (Alternate Chair/ Deputizing)
2. FAO
3. UNHCR
4. UNIDO

C) INGOs/NNGO
1. GAA
2. Plan Sudan
3. Practical Action
4. JICA
5. SORD
6. Betay Voluntary Organization
7. Delta Voluntary Organization

D) CSOs Networks
1. Women Development Associations Network
2. Al-Gandool Community Development Committees Network
3. Civil Society Network

3.4 Management arrangements:
- The Facility shall be placed on the institutional lap of the Unified Training Department where the technical capacities to manage the Facility Affair mundane, and for which the State MOFEL has pledged to secure the needed resources and continued support.
- The management of the Facility shall be entrusted to the management of the UTD to ensure full responsibility of running the Facility affairs as part of its mandate. The working modality is to involve the designated standing members, possibly in specialized task force or thematic working groups with (may be) rotational leadership roles.
- Thematic leaders shall be assigned by the Facility to oversee Working Group responsibilities, and be accountable to the Facility technical panel.
- UTD shall assign a secretariat to organize and serve the scheduled meetings, events and facilitate the routine work, including logistical issues.
- The Facility shall develop its guidelines and procedures for conducting its work bill, including resource management, remuneration and incentive systems.
- Develop its planning framework and design of simple financial and operational systems for resource management, budget allocation and tracking.
- Set a sound M&E system to trace impact and sustainability of the Facility’s interventions.

3.5 The Facility Financing:

An establishment and initial operating budget shall be accommodated by MOFEL possibly through fleshing UTD budget with clear implementation and control guidelines. This also shall provide for recruitment of a competent secretary, additional office equipment and facilities, salary, incentive and remunerations as appropriate.

Government departments with budgets for capacity building trainings could be of great support to the implementation phase after been checked for quality design. These tend to avail resources to Working Groups for testing and delivery of quality training. A portion of the respective departmental budgets could be used to cover some of the overheads.

SLDP shall provide reasonable support in the form of technical capacity through mobilizing a consultant to assist in the establishment of the systems, drawing operational guidelines and procedures, lead the design of the training, sourcing and production of training manuals for each module, and conduction of high level trainings especially in management of training, evaluation, and lead on TOT design and implementation.

Additionally SLDP can share with the Facility the scheduled capacity building program targeting in the main the training for CDCs. This will avail a testing platform for the Facility, of first ready training products for use.

UN agencies, INGO and NGOs could contribute through soft assistance, sharing the recruitment of consultants, or avail practical experience for the Facility engagement including training tours as feasible. Fund raising from donors TA sources is an area of great opportunity for financing in the future, moreover contributions to institutional sustainability could be assisted by donors.

3.6 The verification (Validation) Workshop:

A validation workshop was implemented to share and verify the assessment findings and to check the process and logic of arriving to recommendations, therefore building consensus on actions and roles expected of the stakeholders. A one-day session workshop has been seen instrumental to agree and verify the evidences on which the assessment was based. The workshop was characterized by a wide and interactive participation and yielded the positive end results that had informed the concluding recommendations.

3.7 Recommendations:

Two sets of recommendations represent in a brief form the outcome of the assessment based in the detailed highlights given above as follows:

a) SLDP Immediate Actions:
SLDP had already implemented some Capacity Building training courses addressing in the main some CDCs felt needs, within the year 2014 plan. The field of training included:

- Small business and IGA skills training intended by the contracted instructors (KMFI) as a base for their future engagements with the targeted communities. Since then no official project assessments to check the quality and the benefits the training precipitated. Equally no evidence has surfaced during the assessment to qualify for judging accrued benefits.

- Livestock training covering healthcare, nutrition etc. had been conducted with little benefits as it lacks much in design, training methods, and focus mostly on class instruction of highly technical material, and less of practical significance.

- Information Technology training (Computer skills) even didn’t hit the target in terms of priority needs, participants who are seemed to be over trained in IT (government official).

- Monitoring and evaluation training benefits were the only put to practice as recipients (facilitators) are now using it helping the project tracking the implemented activities.

- While the training courses seem to be cost effective in view of the huge numbers of participants, yet caution has to be taken not trade quality with volume of the targets. It is feared that low cost might send wrong signals when using low cost as the only measure for training effectiveness.

- The number of the total participants (1500) in a relatively short duration (3 months) could negatively point to course design that might be reflective to quick and shallow tackling.

With regards to what SLDP is recommended to do, the following shall be read in the realm of the above analysis:

- SLDP shall speedily support the establishment of the proposed Facility and stand ready to play a leading role, by contributing to mobilize and recruit a competent capacity building expert for a reasonable duration (intermittent 2 to 3 months contract) to deliver technical capacity towards the set up and operation of the Facility. Its to be noted that SLDP with a small volume of efforts and budget can contribute substantively to the delivery of sustainable capacity building undertaking, and achieve a score point.

- SLDP shall review its capacity building plan of action for 2015 and beyond in the recommended areas of training. SLDP in this regard (see table 3 below) shall make use of the potential existing capacities of the Facility’s members for the design of appropriate modules and check implementation plan within a reasonable time frame. The recommended consultant’s TOR shall include capacity to undertake such duties.

- SLDP shall embark, in consultations with the competent authorities to undertake institutional review and maintenance of community institutions with the objective of setting the institution right to perform its duties for a sustainable role in achieving the project Development Goal.

3.8 The Recommended capacity building Package:

The recommended Capacity Building package is consisted of training courses that addresses the different capacity needs of the stakeholders. The package almost covers all aspects of some critical capacity needed to strengthen Service Providers as well as those in demand for the service. The modules are indicative rather than exclusive. All depend on tailoring of module in terms of specific needs of the targeted participants, the contents and the modality of executing them; hence a list of tentative modules are given in the Table (3) below.
The numbers of participants for each type of training are left to be decided in the design. It is recommended that a mixed set of participants, for the cross benefit from different experiences, could be involved.

Table (3): The recommended Capacity Building Package

<table>
<thead>
<tr>
<th>Capacity Area Needs</th>
<th>Targets</th>
<th>Targeted No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Planning.</td>
<td>CDCs Executive committees members (Ex.CM), Facilitators, Local Government Staff</td>
<td>The numbers of participants for all trainings are to be cared for in the design, for all practical reasons.</td>
</tr>
<tr>
<td>- Local Planning.</td>
<td>Facilitators.</td>
<td>CDCs Ex.CM</td>
</tr>
<tr>
<td>- Identification.</td>
<td>Youth.</td>
<td>Women Group Representatives</td>
</tr>
<tr>
<td>- Selection.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Evaluating.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Organizing.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Implementation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Monitoring and Control.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Resource Mobilization and fund raising.</td>
<td>CDCs Ex.CM</td>
<td></td>
</tr>
<tr>
<td>5. Small business management skills and IGA.</td>
<td>Women Group Representatives</td>
<td></td>
</tr>
<tr>
<td>- Resolving fund management.</td>
<td>Youth.</td>
<td></td>
</tr>
<tr>
<td>- Saving and Credit.</td>
<td>Women</td>
<td></td>
</tr>
<tr>
<td>7. Organizational Management.</td>
<td>CDCs Ex.CM</td>
<td>Local government Authorities. Facilitators</td>
</tr>
<tr>
<td>- Community Mobilization.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Group dynamics, and conflict reconciliation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Advocacy and lobbying.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Vocational skills training.</td>
<td>Youth.</td>
<td></td>
</tr>
<tr>
<td>- Youth, Group investments, women handicrafts and small business.</td>
<td>Women</td>
<td></td>
</tr>
<tr>
<td>10. Animal health care and Para-vets skills.</td>
<td>CDCs Ex.CM</td>
<td>Facilitators.</td>
</tr>
<tr>
<td>12. M&amp;E system design and management.</td>
<td>LG Authorities.</td>
<td>Government Department.</td>
</tr>
</tbody>
</table>
Table (4) below is based on the capacity fields given in table (3) and elaborates the specific high priority capacity needs for the direct pilot project beneficiaries, including the 18 Clusters Facilitators (CF) assigned by the project for specific supporting role, Youth and Women groups and other members of general cluster facilitators, CDCs executive members and other communities’ agents whose livelihood would improve especially those who might choose to undertake small business group ventures.

Six specific Capacity Building courses (Table: 4)are designed to address the special priority needs of CFs, Youth, Women Groups and CDCs’ members. Tentative course design include a packages of training modules with clear objectives and indicators, followed by other support in form of Grants for practical training and source of budgets, along with the proposed service providers.

The remaining courses as given in table three will be treated by UTD Capacity Building Facility who is expected to play pivotal role in coordinating trainings funded mainly by Government Departments’ budgets with some soft support from other partners/stakeholders including from SLDP as indicated above.

The reason for separating the Capacity Building matrix between Tables 3 and 4, is for focusing more on activities which already planned for project beneficiaries which the project want to achieve within the remaining phase II of the pilot project i.e. in the year 2015.

Youth girl groups capacity needs could be handled within women groups as well as with the Youth (boys) as practical as possible. The project shall consider it in the selection stage.

**Table (4) below shows detailed priority Capacity Building Package**

<table>
<thead>
<tr>
<th></th>
<th>CDCs Exec. Com. M</th>
</tr>
</thead>
<tbody>
<tr>
<td>13. Management of Training</td>
<td>NGOs (Swaid, Delta, SORD, Betay) CSOs Gandool Government Department. Unified Training Department.</td>
</tr>
<tr>
<td>14. TOT, Module Design, for all courses.</td>
<td>For each module</td>
</tr>
<tr>
<td>15. Coordination and Policy reform and driving for change.</td>
<td>CSOs. NGOs. Network.</td>
</tr>
<tr>
<td>Targeted Participants</td>
<td>No.</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-----</td>
</tr>
</tbody>
</table>
| (1) Facilitators (18) Facilitators (CF) will be selected first and complemented from eligible target facilitators (54) in addition to others from the community including women and youth who show aptitude and interest. | 54  | (1) Small business entrepreneurship management cycle. | To be able:  
- Identify project ideas.  
- Determine the economic & financial feasibility.  
- Determine resources needed.  
- Understand financing requirements.  
- Be able to tap MFI finance.  
- Learn bookkeeping and simple accounting.  
- Appreciate the role of savings and credit in accumulation of personal resources.  
- Engage in disciplined group financing  
- Finance small HH businesses  
- Take and operate micro loans from MFI  
- Manage group MF loans | Grants/ SLDP | KMFI |
| (2) Facilitators (CF) | 18  | (2) Savings and credit and MFI operations | | Grants SLDP | KMFI / Other Training consultant / Firm |
| (3) Facilitators (CF) | 18 (plus) | (3) Managing Community Livelihoods system | Participants shall be able to:  
- Determine most feasible crop mix, undertake agric. Operations, manage their inputs, - and Use | SLDP  
Grants UTD | |
<table>
<thead>
<tr>
<th>(4) Facilitators (CF)</th>
<th>18 (Plus)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Module (1) Farm mgt.</strong>&lt;br&gt;Module (2) Water resource dev.&lt;br&gt;Module (3) Range and pasture.</td>
<td><strong>Module (4) Animal production including Poultry, Diary, and Fisheries; and Vet. Services</strong></td>
</tr>
<tr>
<td><strong>Module (4) Community Management Course:</strong></td>
<td><strong>better farm practices, watering and plant protection, better cropping and efficient marketing and use of farm outputs.</strong></td>
</tr>
<tr>
<td><strong>Module (1) Community Institutional and organizational maintenance.</strong></td>
<td><strong>- Undertake better range and pasture rehab., and management, including fodder treatment.</strong></td>
</tr>
<tr>
<td></td>
<td><strong>- Acquire best techniques and practices in animal production for dairy, meat, poultry, and fish production and marketing.</strong></td>
</tr>
<tr>
<td></td>
<td><strong>- Diagnose common animal diseases and treatment.</strong></td>
</tr>
<tr>
<td></td>
<td><strong>- Manage first aid kits and use them, identify early endemic diseases, clearly communicate with Vet. Authorities.</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Participants shall be able to:</strong></td>
</tr>
<tr>
<td></td>
<td><strong>- Review and audit community institutions by clarifying their roles and mandate.</strong></td>
</tr>
<tr>
<td></td>
<td><strong>- Check and maintain the organizations set up to better perform their roles</strong></td>
</tr>
<tr>
<td></td>
<td><strong>- Comprehend the need for working in groups.</strong></td>
</tr>
<tr>
<td></td>
<td><strong>- Understand group dynamics and</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Agric. Extension Dept.</th>
<th>Range and Pasture / Consultants / Firm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Livestock Dept., Vet. Extension</td>
<td>SLDP Consultants / Firm</td>
</tr>
</tbody>
</table>
| (5) Youth Groups (plus facilitators other than the selected 18 CF) | Module (2) social cohesion, group dynamics, and conflict management (prevention, reconciliation and mitigation). | inevitability of differences and conflict.  
- Wisely use and adapt the tools for conflict management  
- Understand participation based planning and community role.  
- Identify community dev. Priority.  
- Design project and build program frames.  
- Plan activities and inputs  
- Manage project resources  
- Participate in defining progress towards results, setting indicators for monitoring and evaluation.  
- Plan an awareness campaign to mobilize community members around common goals.  
- Advocate for community dev. Needs and lobby for official and donors’ support.  

Module (3) Participatory planning, project implementation and monitoring and evaluation.  

Module (4) Awareness, Advocacy and lobbying campaigning  

5: Vocational skills training.  

Module (1) Mechanics and general-purpose and common electricity extension and repairs.  

30 (5 participant from each community)  

Participants shall be able to:  
- Operate and maintain simple mechanical pumps, generators, grinding mills, cars and motorbikes and bikes.  
- Home electric fittings, simple electric appliances, electric ware repairs.  
- Acquire and practice safety measures.  

Grants  
SLDP  
KVTC |
<table>
<thead>
<tr>
<th>Women Groups</th>
<th>6 women groups in the targeted communities (each between 10 to 15 women)</th>
<th>Module (1) Food processing</th>
<th>Acquire basic apprenticeship skills. Join on waged semi-skilled artisan workshop in towns.</th>
<th>Women in each group shall be able to:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Module (2) Metal works, water ware, sewage maintenance and carpentry.</td>
<td>Module (3) Bricks making (cement blocks), buildings and construction.</td>
<td>Acquire proven skills in bricks works and manufacture up to standard product. Ready to start own businesses. Acquire basic village houses and facilities construction skills.</td>
<td>Form and manage their group’s affairs. Acquire food processing and marketing skills.</td>
</tr>
<tr>
<td></td>
<td>Module (4) Fisheries works, and marketing.</td>
<td>Women skills training Courses</td>
<td>Operate fishing canoes and manage use of fishing nets. Make their own nets, maintain and operate canoes. Hold fishing skills.</td>
<td>Acquire processing wool and manufacture wool and straw mats skills.</td>
</tr>
<tr>
<td></td>
<td>Module (2) Wool matting and leather processing and works.</td>
<td></td>
<td>Show skills in sewing and embroidering including decoration.</td>
<td>SLDP budget Grants</td>
</tr>
</tbody>
</table>

**Livestock Dept.**

**Women Network**

**KVTC**
<table>
<thead>
<tr>
<th>Module (3)</th>
<th>Sewing and embroidering.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module (4)</td>
<td>Saving and credit revolving loan funds and MFI arts.</td>
</tr>
<tr>
<td></td>
<td>Refresh and apply previous trainings in managing savings and revolving loan funds. Apply for MF for expanding skill based businesses.</td>
</tr>
<tr>
<td></td>
<td>KMFI / Women Network</td>
</tr>
</tbody>
</table>
Annex (1): The Inception Report

Sustainable Livelihoods for Displaced and Vulnerable Communities

In Eastern Sudan (SLDP)- Initial Phase Project

NGO, CBO and CSOs Capacity Assessment

Inception Report
Part I: The TOR

1. Introduction

The World Bank has established the multi-year Global Program on Forced Displacement (GPFD) with the objective of improving the way it deals with the development challenges of forced displacement as an issue fully integrated in its work on post-conflict recovery and peace-building.

In the vein of addressing the problem of displaced communities the Bank in collaboration with UNHCR and UNDP and along with the decisions taken pursuant to the “The International Donors and Investors Conference for Eastern Sudan” in Kuwait, December 2010 which led to the formulation of a Transitional Solutions Initiative (TSI) for eastern Sudan, jointly endorsed by UNDP, UNHCR, and the Bank. Under the above initiative (TSI), The Government of Sudan has received funding from the World Bank’s State and Peace-building Fund for a project titled “SUSTAINABLE LIVELIHOODS FOR DISPLACED AND VULNERABLE COMMUNITIES IN EASTERN SUDAN–INITIAL PHASE PROJECT (SLDP)”. The overall objective of the project is to strengthen the capacity of (local) stakeholders to plan and deliver services and sustainable livelihoods for displaced populations and vulnerable host communities.

To achieve the project stated objective, the project is sub-divided into four complementary and inter-related components; including:

Component 1: Development of Local Government Structures and Capacities
Component 2: Research and Design of Pilot
Component 3: Implementation and Evaluation of Pilot
Component 4: Evaluation and Recommendations for Expansion and Replication

This project will address the protracted situation of displaced persons in the state of Kassala in East Sudan. There are 12 identified IDPs settlements or camps located in rural areas of the State. The pilot project focuses on six priority communities selected by the Government of Kassala State taking into account the findings of the initial baseline survey:

Southwest: Amara
Northeast: Beryay
Northwest: Hadalia
Southwest: Tagoug
River Atbara West Bank: Elgnaid
Kassala West Rural Locality: KarayDareer

The project pilots an approach whereby local community groups plan, prioritize and decide on local development activities and manage the implementation of projects. Local community groups will select business initiatives, proposed by community members, to receive grants and revolving loans and or credit from formal institutions. This will be done through facilitated community consultation and decision-making processes. The approach is intended to empower IDPs and host communities to become drivers of their own development, rather than recipients of aid. By targeting the needs of these displaced population and their host communities, the project addresses an underlying contributor to fragility and seeks to draw lessons on new approaches to managing displacement issues that can be applied elsewhere in the country.
1. **Research and Design of Pilot:**

The objective of component 2 is to design a pilot project to achieve the objective of the project based on an in-depth understanding of the informal systems and markets, livelihoods, the existing skills and capacities of communities, and formal and informal decision-making processes and mechanisms to manage money. Specific research which covers the target communities will also include an examination of the role of women, their access to decision-making forums and capital, and their involvement in informal markets. The study outlined in this TOR forms part of the research undertaking of this component.

2. **The Objective of this Assignment**

The overall objective of this assignment is to assess capacities of local NGOs, CBOs, and CSOs to plan and manage public services and deliver sustainable livelihoods, with primary focus on services as they relate to the activities of the pilot project in particular.

Within the context of this assignment the project aims to utilize the strengths of non-governmental organization partnering in its execution as well as build their capacities. Capacity building support for the purposes of the project is limited to:

- Capacity Building at Institutional Level mainly concerned with organizational and management structures and the relationship between the institution and other related entities.
- Capacity Building of the institutions and individuals: which is concerned with knowledge, skills, attitudes, qualifications, and working behavior of individuals who are working for the institution.

It is understood that comprehensive capacity building requires looking at the regulatory framework and systems, as well as organizational structures. While the assessment will take these issues into consideration, actions in this regard are beyond the mandate of the project.

3. **Scope of Work**

The consultant shall identify specific areas that subject CSOs, CBOs, and NGOs can be further capacitated to perform technical or other functional roles and responsibilities within or in partnership with the pilot project (i.e. in delivering livelihood services or contributing to other areas of project operation). It is proposed that this assessment will be done through the following:

i. Profile of NGOs/CBOs/NGOs assessed in study, including mandate, structure, areas of specialization, experience in the area, past interventions relevant to SLDP, resources and membership numbers, etc.

ii. Human resource development process, which will include equipping individuals with the understanding, skills and access to information, knowledge and training that enable them to perform effectively.

iii. Organizational development, the elaboration of management structures, processes and procedures, not only within organizations but also the management of relationships between the different organizations and sectors (public, private and community) as they relate to services and livelihood support to target communities.

iv. Identify areas of training

v. Identify areas of unique capabilities and strengths of organizations that can present opportunities for partnership during the project
vi. Recommend training providers (with explanation of the rationale in cases where there are multiple providers available)

vii. Verification meeting with stakeholders in Kassala of preliminary findings before finalization of study.

4. Methodology

- The consultant should adopt a participatory approach to obtain primary and secondary information by applying the following tools:
  ✓ Desk review of key relevant documents
  ✓ In-depth understanding of SLDP project and current implementation and close coordination with SLDP Project Coordination Unit (PCU) in Khartoum and State Project Unit (SPU) in Kassala to ensure study is applicable and implementable.
  ✓ Interviews of key stakeholders, including staff members who have involvement and roles in the identification of training needs and development of a training plan
  ✓ Consultative meetings
  ✓ Structured group interviews and focus groups
  ✓ Participatory observation
  ✓ Other methods proposed by the consultant via the inception report and accepted by task team

- Appropriate forms/guides will be prepared for the conduction of structured interviews with communities and stakeholders as part of the study. A record of such interviews and the participants shall be kept and annexed to the final report.

- Secondary data will be collected from relevant sources, including the Government of Sudan (plans, statistics and data), the government of the State of Kassala (plans, studies and data), and other stakeholders and partners that have conducted activities and research on Kassala and on the rural sector.

5. Deliverables

- Inception report (including results of desk review)
- Summary report on the initial findings in English and Arabic Language, including a proposal on the structure and contents of the final report.
- Final report including workshop outcomes

6. Acceptance of Deliverables
Acceptance of deliverables will be communicated by the WB TTL or Operations Analyst. WB task team reserves the right to ask for revisions of draft deliverables until an acceptable standard is reached.
PART II: Interpretation and Implementation of the Assignment

1. Interpreting the TOR

i. Objective of the assignment:

The objective of the assignment falls within the overall objective of the project heralded to strengthen the capacity of local stakeholders to plan and deliver services and sustainable livelihoods for displaced populations and vulnerable host communities. Framed under the overall objective of the project, the objective of the assignment is clear and specific as to:

- Assess the institutional and operational capacities of local NGOs, CBOs, and CSOs to plan, and manage public services, and deliver sustainable livelihoods.
- To devise partnership arrangements by utilizing and building on strengths of NGOs in executing their mandates to support the project implementation process, through building institutional capacities, regulatory framework and systems, and the linkages necessary to sustain organizational and management and relationship.
- Enhance and promoting effective community planning and implementation capacities through building both institutions and individual capacities involving knowledge, skills, attitudes and positive behavioral traits of individual to discharging their working responsibility to acceptable standards.
- To identify specific areas of Capacity Building subject CSOs, CBOs and NGOs capacities to perform. technical / functional roles and responsibilities within or in partnership with the pilot project

ii. Scope of the work:

The scope of the work to be covered under the assignment is apparently consistent with the terms and objectives of the assignment. However it is worth to mention that for institutionalizing capacity building as an ongoing and sustainable effort, more shall be done to focus on the role of the Government departments which are instrumental to effective implementation of project planned interventions, in addition to the Local Government Authorities by virtue of their direct responsibility over social services and allocation of productive resources (land, pasture etc.), and development support in line with the project interventions.

The study would also assess capacities of the local government apparatus in support of targeted communities, facilitating their roles in the delivery of services and allocation of resources, and ensuring their rights to fair economic and social entitlements. Potential areas of relevant capacities could be explored.

The issue of future sustainability of Capacity Building beyond SLDP pilot shall be carefully labored by engaging the dedicated Government departments concerned ministries especially by positioning MOFEL in the driving seat, together with Ministry of Agriculture;(extension, range and pasture, and land use departments), besides Forestry National and State Corporation to streamline technical training in livelihoods interventions targeting better natural resource management. In addition to the State Water Resources Corporation, as a critical element in the drive towards sustainable livelihoods develop support to targeted communities. This would involve identification and enlisting areas of capacity gaps at both NGOs, CBOs and CSO levels. The study shall also explore the role CSOs shall play to build a wave of support to lobby for targeted population rights and to voice their concerns.
Women associations shall be considered in the survey for the support they provide in the form of capacity building packages addressing women needs and concerns, and their abilities to lobby for women rights. This would benefit women associations in the targeted communities in view of apparent misrepresentation in local institution and ensure their rights. Hence, therefore this shall be one element of a comprehensive assessment and design of capacity building interventions.

A special area to be handled through this assignment is on how to coordinate the emerging action. The study shall work out specific and clear recommendation informing how the pilot project could effectively and efficiently manage the resultant actions and the type of viable mechanisms, the ones that answer the question of resources and partnerships and joint funding including management arrangements. Including an optimal level of operational capacities SLDP shall need.

iii. Methodology

The methodology that will be consulted in undertaking the assignment and as prescribed in the TOR represent feasible options towards generating much of the substantive evidence that are required to achieving the study objectives. However the methodology cited above could be elaborated and complemented as follows:

- Desk review has provided baselines for the study which has involved project documents including the project design approach and the logical sequencing of implementation steps (pilots) in a state-of-the-art manner. Moreover review of progress made, State level Training and capacity building policies and plans and the type of institutions vested with implementing them, has pointed to the areas for the study focused actions and the potential gaps to be illuminated and addressed through recommended actions.

- A quick test of some of the study assumptions was aided by a test sample involving one of the targeted community based organization (__) has clearly illuminated a drastic overall capacity gaps founded on the premises of dysfunctional institutional and non-operative organization structure. This would benefit the study process for verifying a bundle of assumption which would form a basis for selecting short-cut assessment parameters.

- A similar preparatory exercise involves a quick listing of NGOs and area of operation in relation to delivering capacity training to grass-root community organizations and association. The attempt has produced a short list of NGOs and network with track record in provision of such services backed by some donors including UN agencies e.g. UNICEF, FAO, UNDP, UNIDO, UNHCR and some INGOs including Practical Action, JICAs, and PLAN Sudan in addition to some other NGOs.

iv. Approaches and implementation plan:

The study approaches entail logical sequences of research actions starting with using the appropriate methodology and data collection tools and observing interrelations between the data sources and the opportunity for data refinements through cross checking and verifications, where generating conflicting data seems quite possible. A good example in our case is to justify why one start at contacting official sources first before embarking on investigations at lower level targeted institutions or otherwise. The study approach is to start at the targeted institutions first to substantiate an informed case to build the argument for Official institutions’ support. This would also help in defining the required support and helps to clearly establish the State strategy and plans for capacity building directed to the targeted communities, and consequently the level of funding required from the budget based on agreed plan of action.
The field survey will target the following institutions in the same sequence:

- CBO in the six IDPs camps/settlements as given in Annex 1 (Visits time schedule).
- Six local/national NGOs and Networks of local associations (see annex 1).
- State based CSOs namely Farmers Union, Pastoralist Union, Women

c) Field Visits are planned to be undertaken simultaneously with project routine visits to the camp, especially this would offer the consultant the chance to observe and assess the CBOs implementation capacities, and their understanding of the processes and their progressive interactions.

2. Implementation Plan:

Accordingly the field survey visits are planned as indicated in appendix 1. A tentative checklist for the guided interviews with stakeholders and key issues to be discussed in the focused group discussions are listed below.

3. Inquiry Checklists, Guidelines and Key Issues:

I) Inquiry checklists were prepared for undertaking interview with community organizations and NGOs with some modifications to yield indicative broad inquiry, and could be elaborated and adapted to the situation as appropriate.

- CBOs:
  - Background: Year of formation, Place and Domain (Type of community(ies) it serve(s))
  - No. of households
  - Populations, socio-economic status, by ethnicity, gender and age groups as available.
  - Status (Legal and Institutional arrangements, and organizational chart).
  - Executive committee mode of selection.
  - Members of the executive committee by number, names, education and experience in community or other related work.
  - Women representation in the executive committee in relation to their numbers in the CBO membership and the community at large.
  - Management regulations and code of conduct including for meetings, member disciplines, financial and operational regulations and guidelines.
  - Executive committee knowledge of the CBO’s mission and mandate, and how they express, document and share among members.
  - Frequency of Executive meetings.
  - Do they have written plans (strategy)
  - How they interact with the project staff and other partners who could influence their mandate and work.
  - Do they keep records (membership records, financial records, meetings records and minutes)?
  - Do they define responsibilities and duties for the Executive members and delegate powers.
  - Do they have previous experiences with similar projects donors or official livelihoods support.
  - Do they experience any play any role with local government authorities to facilitate social services delivery systems or manage economic facilities including access to natural or financial resources channelled.
  - In the course of their role as CBO do they have any form of training and capacity building courses to perform effectively to discharge their responsibilities and duties.
• **NGOs and Networks inquiry guidelines:**
  - Year of incorporation, Place, and jurisdiction (international, national, state or local)
  - Type by legal status and governing laws.
  - Area(s) of specialization.
  - Records of work in the area of capacity building for CBOs in management and organization, capacity building.
  - Resources (human, financial, and physical) and their sources.
  - Technical capacity support for designing and implementing Capacity building and skills training focusing on livelihoods for IDPs and hosting poor communities.
  - Have they entered into partnership with other rival organizations and/or implementing donor's similar programmes?
  - Are they prepared to coordinate partnering, and join similar efforts with other projects?
  - Are (NGOs/Networks) prepared to be part of any management forums related to such areas of joint activities?

• **Key issues for discussions with UN-Agencies:**
  - **A. UNICEF:**
    - Planned capacity building support directed or planned to be directed to poor underserved communities in areas of management and facilitation of childcare, nutrition, water and sanitation, etc where UNICEF envisage community roles important.
    - Preparedness to partially link policies and plans with World Bank livelihood support to IDPs and host communities in the selected areas under its sponsored project SLDP.
    - What would be possible to provide managed support for institutional capacity building LDP joint financing including in terms of (cash, technical, and in-kind).
  - **B. FAO:**
    - Planned capacity building support for Livelihoods Support for the Year 2015 and beyond.
    - Capacity building programme targeting Displaced and host vulnerable communities in particular and populations vulnerable to climate change in general for resilient communities including natural resources management (livestock, range and pasture, water management, agriculture and productivity, bio-energy etc.
    - Potential for SLDP partnering for directing capacities and direct support for livelihoods development in the targeted communities. This could possibly include exploring possibilities of linking their implementing agents to coordinate with SLDP.
  - **C. UNHCR:**
    - The main features of UNHCR livelihoods support programme in Kassala State,
    - Design and technical arrangements.
    - Potential areas for collaboration and coordinating implementation of capacities including for social services delivery.
    - Implementing partners NGOs and training institute and capacity projects targeting them.
    - Potential for collaboration with SLDP to design joint programme and the possibility of managing partnership arrangements at institutional and technical level including TOT project for training og NGOs, Private training centers, and strengthening Government stakeholder in planning and implementing sustainable interventions.
• **Key issues for discussions with Government Authorities:**
  
  **A. MOFEL:**
  - Capacity building support (budgetary etc.) directed to economic and services sectors for poverty reduction among poor, IDPs and vulnerable communities.
  - Arrangements with donors with stake to steering resources to capacity building.
  - Actions to express commitment to promote the efforts towards backing SLDP management endeavor to strengthen local stakeholders’ capacities to plan, prioritize and implement livelihoods interventions and delivery of social services.

  **B. MOA and Animal Wealth Directorate:**
  - Capacity building interventions and planned actions in the past two years and the plan for 2015.
  - The budget accommodated for 2015.
  - Other sources of capacity building support for Agric. Extension, Range and Pasture rehabilitation, Land use and natural resources management including water development and management, productivity raising, etc. directed or possibly be directed to similar SLDP communities and windows for drawing from such support.
  - Potential of linking capacity building in production, services and livelihoods implemented or planned to be implemented in support of SLDP’s targeted communities.

  **C. State Training Bureau:**
  - Training capacities available. used and shared among the government departments including institutional, technical and operational.
  - Opportunities for hosting capacity building events for training stakeholders and the level of standard per trainees cost of avenue, design, mobilizing of resource persons.

  **D. Local Government Authorities:**
  - Policies and plans envisioning local stakeholders’ role in capacity building for effective services delivery.
  - Planned actions for training local communities.
  - Capacity for involvement in design and implementation of training modules promoting communities’ roles.
  - Technical support for livelihoods support including for management access to natural resources entitlements and productive assets.
## Annex I: Field Survey Time Schedule:

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Duration (Days)</th>
<th>Remarks</th>
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</thead>
<tbody>
<tr>
<td>4 – 6 Jan.</td>
<td>Desk Review</td>
<td>3</td>
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</tr>
<tr>
<td>7 Jan.</td>
<td>Travel/Arrival Kassala</td>
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<tr>
<td>8 Jan.</td>
<td>SLDP/SPU meeting</td>
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<tr>
<td></td>
<td>Tajooj CBO meeting</td>
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<td>Desk Review</td>
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<tr>
<td>10 -11 Jan.</td>
<td>Inception report writing</td>
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<tr>
<td>12 Jan.</td>
<td>Field visit to Karay Dareer</td>
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<tr>
<td></td>
<td>Finalize Inception Report</td>
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<td>13 Jan.</td>
<td>- Meeting Women Development Associations network.</td>
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<td>- Meeting with Al-Gandool Associations network</td>
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<tr>
<td></td>
<td>- Field visit to Amara CBO</td>
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<td></td>
<td>- Submitting Inception Report</td>
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<td>Meeting Women Development Associations network</td>
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<td>Meeting with Al-Gandool Associations network</td>
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<td>Field visit to Amara CBO</td>
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<td>16 Jan.</td>
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<td>17 Jan.</td>
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<td></td>
<td>Office work</td>
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<td></td>
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<td>- Pastoralist Union</td>
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<td>- Talawait Network</td>
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<td>- Animal Resources Dept.</td>
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<td>21 Jan.</td>
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<td>- DG MOFEL</td>
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<td>- Artisans Union and Training center</td>
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<td>Activity</td>
<td>Duration</td>
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