

MULTI-YEAR HUMANITARIAN STRATEGY

2017 - 2019

JAN 2017

SUDAN

Tawilla, North Darfur
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SAUDI ARABIA

EGYPT

LIBYA

Red Sea

RED SEA

NORTHERN

RIVER NILE

S U D A N

NORTH DARFUR

KHARTOUM

KASSALA

ERITREA

Khartoum

NORTH KORDOFAN

AL GEZIRA

GEDAREF

WEST DARFUR

SENNAR

CENTRAL DARFUR

WHITE NILE

WEST KORDOFAN

BLUE NILE

SOUTH DARFUR

EAST DARFUR

SOUTH KORDOFAN

ETHIOPIA

Abyei

CENTRAL AFRICAN REPUBLIC

SOUTH SUDAN

DEMOCRATIC REPUBLIC OF THE CONGO

KENYA

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DRAFT RESULTS FRAMEWORK

FOREWORD BY

THE HUMANITARIAN COORDINATOR

For over 14 years, the humanitarian community in Sudan has provided life-saving assistance to people affected by conflict and natural disasters including those internally displaced and refugees fleeing from neighbouring countries. The humanitarian response has also helped to stabilise living conditions for millions of people in Darfur and other areas, and reduced mortality and morbidity. This Multi-Year Humanitarian Strategy – the first of its kind in Sudan – recognises that Sudan has both new crises and long-term humanitarian needs which require different types of interventions. It represents a commitment by the humanitarian community to better address the long-term needs and to work towards a sustainable reduction in needs, vulnerabilities and risk. At the same time, life-saving interventions to respond to new crises will be prioritised in line with humanitarian principles.

This approach will advance the commitments made at the World Humanitarian Summit to pursue a New Way of Working that better integrates the humanitarian and development workstreams to strengthen the humanitarian-development nexus as part of the Grand Bargain; and brings together humanitarian partners and donors to pursue multi-year humanitarian planning in support of this objective.

Though the intention of this multi-year approach is to take a first step towards putting some of the humanitarian caseload on the road towards a more developmental approach, humanitarian needs in Sudan remain significant, with 4.8 million people in need of assistance this year, including 2.3 million IDPs. Millions of people are facing food insecurity and acute malnutrition. Over 400,000 refugees have arrived from South Sudan since 2013 with over 85,000 arriving in the first three months of this year, and this number is expected to grow. While a robust humanitarian response will continue to be essential - especially in Central Darfur, South Kordofan and Blue Nile – much of this population is also in need of greater development assistance in order for some of the structural underpinnings of the issues to be addressed.

The strategy will be linked to the UNDAF – the UN's development plan – at the outcome and output levels, enhancing alignment between humanitarian and development goals. Humanitarian partners have already been implementing projects that address long-term displacement and build resilience and in 2016 started to shift to a vulnerability-based approach rather than targeting based on status. Building on this approach, this strategy will lay the foundations for durable solutions for displaced persons - both internally displaced persons and refugees - in line with international normative frameworks.

We have developed the strategy – that will be complemented with annual response plans and budgets – in close cooperation with the Government of Sudan and our national and international partners. Our collective efforts will also be required to implement it successfully. The strategy is in line with the broader vision of the Government to promote stability, reduce vulnerability and enhance resilience. We will also work to strengthen the capacities of national actors, including in preparedness and early warning. Government support and facilitation of humanitarian activities is critical to the success of this strategy. The continued support of donors, including the flexibility to make multi-year funding commitments and to scale up support for development activities, is also critical.

Through these efforts, we are committed to ensuring an efficient, sustainable and principled humanitarian response to those in need.

Ms. Marta Ruedas
Resident and Humanitarian Coordinator

FOREWORD BY

THE HUMANITARIAN AID COMMISSIONER GENERAL

The Multi-Year Humanitarian Strategy (2017-2019) constitutes an important step for the humanitarian response in Sudan. For the first time, humanitarian action will be guided by a strategy looking three years ahead. This will allow for strengthening the links between emergency humanitarian response and the longer-term development necessary to sustainably reduce the level of needs in Sudan.

The past year has witnessed continued progress towards peace and stability presenting greater opportunities for development interventions, while humanitarian needs are driven by climatic factors and poverty, strengthening development activities is essential to addressing the underlying causes.

By taking a multi-year approach and providing clear links to the Government and UN's planned development outcomes in Sudan, this strategy will enable the humanitarian response to be adapted to the need for longer-term planning and the promotion of sustainable development. Ultimately, it should help to reduce the need for external humanitarian assistance.

This strategy is a product of collaboration and consultation between the Government, United Nations and Partners. It contributes to national priorities and strategies. In addition, it provides the opportunity to further strengthen government collaboration and partnership with the UN and partners in Sudan over the coming three years. Such partnership is vital to ensuring people in need receive humanitarian assistance and protection in a timely and sustained manner.

The strategy ensures that the range of humanitarian response builds capacity at all levels for both Government and national partners, including local communities, civil society, and local and national institutions. In cooperation with development actors, national capacity for early warning and recovery will also be strengthened. Together, this will help to strengthen national response mechanisms, better coordinate humanitarian response with national service delivery, and ultimately reduce dependence on aid.

The Government of Sudan is committed to facilitate the implementation of this strategy, to enhance the effectiveness of the humanitarian response, while seeking to advance durable solutions for the displaced population, and promoting sustainable development for all Sudanese, including the most vulnerable. We hope this Strategy will provide an example which can benefit other countries in the region and beyond.

We thank donors for their continued support and count on their commitment to provide multi-year humanitarian funding, as well as greater development funding, in areas with humanitarian needs. I would also like to thank all those who contributed to the preparation of the strategy in particular the Government National Mechanism and the United Nations. I look forward to our continued active partnership to serve all the people in Sudan in need of humanitarian assistance and development intervention.

H.E. Mr. Ahmed Mohamed Adam
Humanitarian Aid Commissioner General

THE MULTI-YEAR

HUMANITARIAN STRATEGY

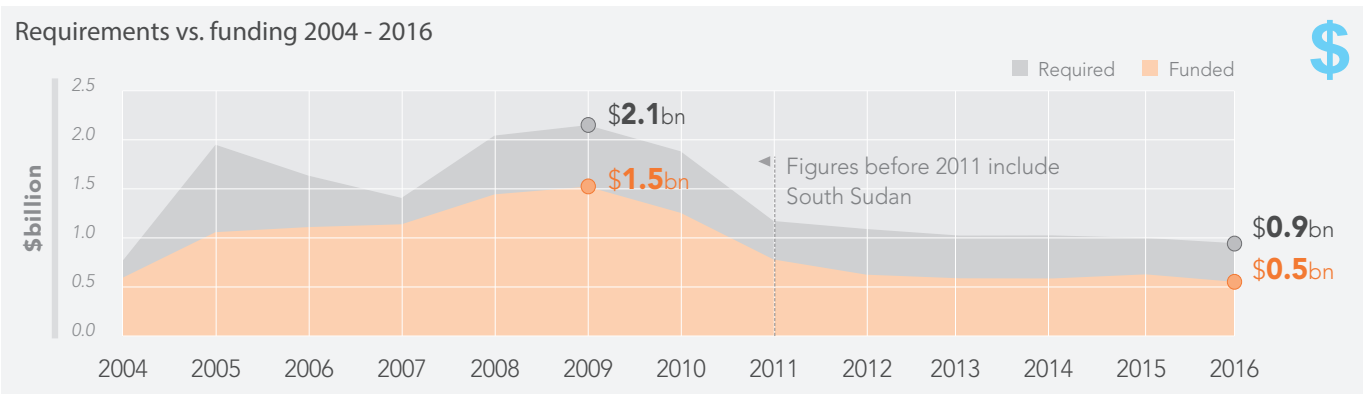
This Multi-Year Humanitarian Strategy is a commitment by the international humanitarian community in Sudan, in line with the Government quarter century strategy and the Government third five-year plan, to deliver a more appropriate humanitarian response to both emergency and long-term needs across the country, in line with humanitarian principles. Planning beyond annual cycles will allow for better preparedness and a stronger evidence base for humanitarian activities. It will also improve collective accountability to affected people by investing in sustainable approaches that enable a gradual transition to durable solutions and development. Multi-year planning will also increase humanitarian actors' accountability to all stakeholders, including the government, donors and implementing partners, by maximising the impact of available financial resources. This strategy is a commitment to the people of Sudan to shift from saving lives to reducing needs and vulnerabilities and creating the basis for early recovery and durable solutions.

WHY A MULTI-YEAR HUMANITARIAN STRATEGY FOR SUDAN?

Since the beginning of the humanitarian crisis in Sudan, the humanitarian community has provided life-saving assistance to people affected by conflict and natural disasters and stabilized the living conditions of millions of people in Darfur and other areas. Material and protection assistance has been provided to a long-term refugee population and internally displaced persons (IDPs), reducing mortality and morbidity and preventing a spillover effect and further displacement abroad. At the same time, humanitarian assistance has been extended to people affected by chronic development challenges and limited access to basic services and assets. While this has prevented people from slipping below emergency thresholds, it has not addressed the underlying vulnerabilities, and assistance has been inadequate. Challenges in predicting the extent of conflict, its impact and the resolution thereof have contributed to these shortcomings. It is hoped that the long-term and strategic interventions and the support provided by all stakeholders outlined in this strategy will help to address these issues. Since 2004, funding requests for humanitarian assistance in Sudan have varied from US\$700,000 to \$2.1 billion annually. In the last five years

alone, donors have generously provided at least \$3.2 billion¹ to consolidated humanitarian response plans.

The shift to a Multi-Year Humanitarian Strategy is supported by the recognition that Sudan has new and long-term humanitarian needs. Across Darfur and the Two Areas, unilateral ceasefires have been announced, which have mostly held. Across Darfur, the main armed groups are largely absent on the ground, but in the Jebel Marra area, some armed groups are present. An improved security situation has provided the impetus for some returns, both from Chad and from within Darfur. There is also renewed hope for further returns, should the overall security situation stabilise further. Even then, the overall volatility of the situation and some inter-communal clashes and general banditry in Darfur have the potential to contribute to new crises or new displacement. The priority in any new crisis would be to save lives. Addressing the long-term humanitarian needs on the other hand requires longer planning horizons, and integrated and multi-sectoral strategies. The 2016 Humanitarian Response Plan (HRP) for Sudan incorporated such strategies, for example, the HCT Darfur Protracted Displacement Strategy (PDS), the Sudan National IDP Policy, and the Multi-Sectoral Response Strategy for return and reintegration.

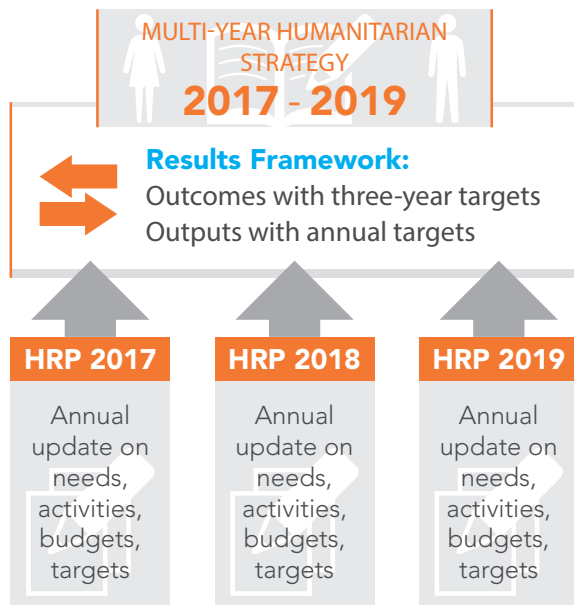


¹Figures based on OCHA Financial Tracking Service

Longer planning horizons will allow partners to strengthen programming for example by investing in more robust assessments and designing sustainable approaches in support of government efforts both at federal and local levels.

This Multi-Year Humanitarian Strategy will allow humanitarian programming to include learning and capture good practices that can be replicated and scaled up as appropriate to boost capacity to provide life-saving assistance and lay the foundations for recovery and development. At the same time, the strategy will facilitate engagement with development and peacebuilding partners to address the drivers of vulnerabilities, underlying structural issues across the country and the root causes of conflict. As such, humanitarian programming will make a concrete and measurable contribution to sustainable development in Sudan. This is in line with global thinking around a New Way of Working and the humanitarian-development nexus, that humanitarian and development actors, donors, and Member States committed to at the World Humanitarian Summit in May 2016.

SCOPE AND PRIORITIES



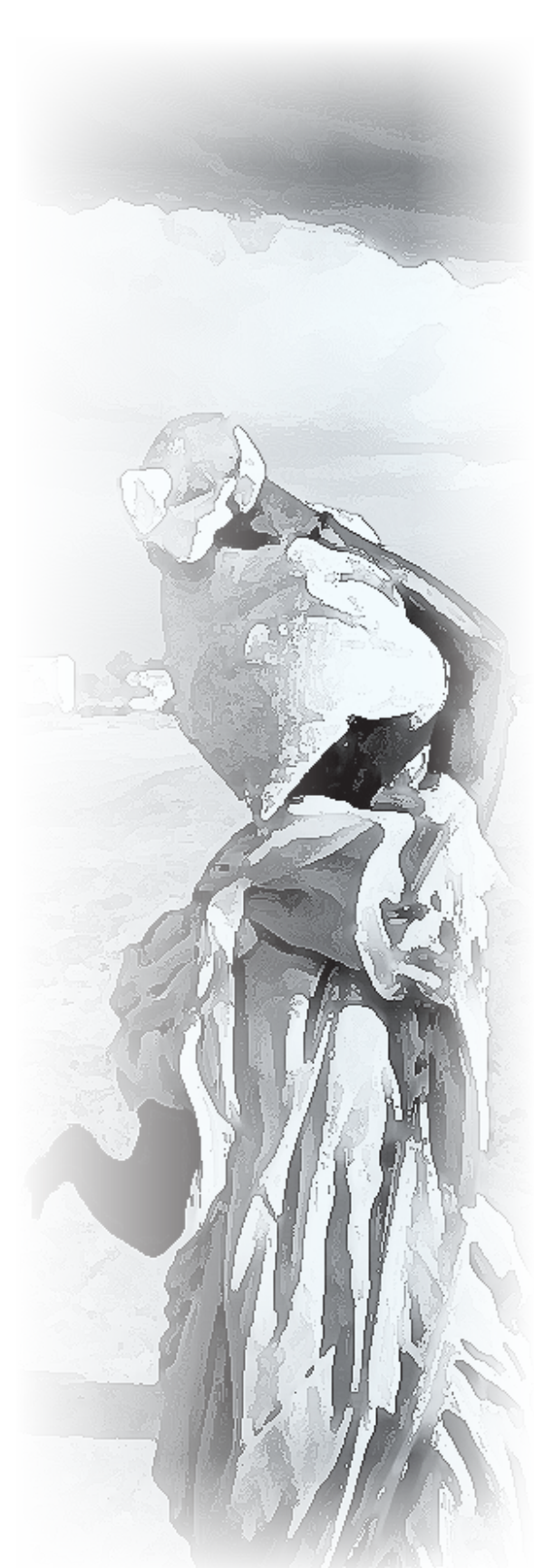
This strategy provides the overarching framework for humanitarian response in Sudan for three years from 2017 to 2019. The annual Humanitarian Needs Overview (HNO) will continue to provide the basis for humanitarian activities, identifying key humanitarian issues and severity of needs across the country. The strategy will be operationalized through annual HRPs presenting updates on strategies (rooted in good practice), activities, financial requirements and targets. The annual analysis and planning process will remain instrumental to bring all partners together, take stock of progress made against planned results and enable annual joint analysis of needs and joint work planning. During these

three years, humanitarian partners will monitor and evaluate progress against the outcomes identified in this strategy, which will help to further shape and improve annual planning and to refine the strategy. Periodic reviews of the severity of needs will provide the basis for a rigorous prioritization of humanitarian activities.

The multi-year planning process will allow for the identification of gaps, synergies and potential integration with the 2018-2021 United Nations Development Assistance Framework (UNDAF). The success of this Multi-Year Humanitarian Strategy will depend on the engagement and commitment of a broad range of actors (development, government, donors, political and peacebuilding partners). The outcomes and outputs under the strategy focus on providing (i) life-saving assistance to people newly displaced by conflict or natural disasters, responding to disease outbreaks, large scale flooding or droughts. Investment in preparedness to mitigate the impact of disasters and enable a timely response will also be made; (ii) improved and sustainable access to basic services and enhanced self-reliance for population groups affected by displacement, and (iii) addressing food insecurity, malnutrition and increasing resilience. Humanitarian programming will also contribute to ensuring durable solutions for IDPs, refugees, returnees and host communities.

ENHANCING THE HUMANITARIAN-DEVELOPMENT-PEACE NEXUS

In line with the former UN Secretary General's report following the World Humanitarian Summit, 'One Humanity, Shared Responsibility' (2016) and the core responsibilities of leaving no-one behind and working differently to end need, development and humanitarian partners in Sudan commit to strategic collaboration and coordination in planning, implementing and monitoring the humanitarian response. The strategy has been developed in close consultation with the Government of Sudan and all humanitarian stakeholders as well as the team developing the 2018-2021 UNDAF, taking into consideration the Poverty Reduction Strategy Paper (currently being finalized while the interim one is the basis for this document), the Sustainable Development Goals (SDGs) and working in close coordination with development partners and the donor community. Departing from the linear approach that humanitarian programming can transition to development programming, this strategy is based on the understanding that humanitarian, development and peacebuilding interventions need to occur simultaneously in order to be effective. Where opportunities exist, humanitarian and development partners will aim to ensure that short, medium and long-term programming is coherently aligned to provide more durable and sustainable assistance to vulnerable households and communities in order to more effectively reduce needs and vulnerability and build resilience.



STRENGTHENING PARTNERSHIPS WITH AND CAPACITIES OF NATIONAL ACTORS

Capacity building for partners and government counterparts (local communities, civil society, local and national institutions) will be prioritized across the response in order to strengthen national response mechanisms and ensure the sustainability of the response, including greater integration of refugee and IDP assistance within national social service systems. Capacity building will also help stakeholders to better manage crises and become more resilient to shocks, in cooperation with development actors. Engagement with communities and their governance structures will be reinforced to ensure that services are sustainable beyond humanitarian interventions, and that representatives of both sexes and all ages and other relevant segments of communities are involved in the design, delivery and monitoring of services. Investment in local infrastructure and services will support host communities and strengthen local capacity to absorb and integrate internally displaced people, refugees and asylum seekers.

PREDICTABILITY OF HUMANITARIAN FINANCING

Under this Multi-Year Humanitarian Strategy, efforts will be made to ensure that funding reaches people in need more rapidly. A longer planning horizon and timely project inception, combined with longer implementation periods where possible, will support more meaningful community engagement and capacity building of national counterparts.

The humanitarian community in Sudan is advocating with donors to support this strategy by promoting multi-year commitments or funding with their capitals, in the spirit of the 2016 Grand Bargain and the New Way of Working agreed at the World Humanitarian Summit. This will lead to improved predictability of funding streams and will ultimately enable humanitarian partners to work towards the vision spelled out in this strategy.

In order to address the drivers of chronic humanitarian needs, funding for development programming needs to be scaled up. The humanitarian community is also advocating for a broader range of financing options, including by multilateral development banks, to address the underlying drivers of humanitarian need.

Strategic use of the Sudan Humanitarian Fund (SHF)

In 2017, the SHF is aligning its allocation strategy with the Multi-Year Humanitarian Strategy. Approximately \$5 million of the \$21 million will be earmarked for two-year projects. The SHF continues to promote multi-sectoral and area-based approaches to ensure that needs are addressed in a comprehensive and transparent manner. Some projects will target returnee populations and link with social cohesion and sustainable livelihoods activities under the Darfur Community Peace and Stability Fund (UN DCPSF) as well as basic services and governance activities (UN Darfur Fund). Other projects will focus on IDPs in long-term displacement, including multi-purpose cash interventions and a focus on livelihood support in line with the Protracted Displacement Strategy.

SUDAN:

HUMANITARIAN NEEDS

OVERVIEW

Sudan faces two major overlapping humanitarian challenges: while the security situation has improved, as long as non-resolution of the conflict continues, localised conflict is likely to lead to new displacement. Another challenge is due to climatic and socio-cultural conditions leading to crisis levels of food insecurity and malnutrition. The scale and long-term nature of displacement, and the sudden demographic shift and urbanization in the major cities, especially in Darfur, which has not been matched by economic opportunities, has exposed displaced people to hardship and uncertainty about their future. This is putting an additional strain on the 3.6 million people currently suffering from food insecurity, and the 2.2 million children suffering from acute malnutrition. Refugees and asylum seekers living in both emergency and long-term situations remain largely dependent on humanitarian assistance, with very limited access to livelihood opportunities.

In 2016, almost 159,000 people were newly displaced (and remain displaced) across Darfur, according to the UN and partners. Up to an additional 6,000 people were also reportedly displaced during the year, (in addition to about 123,000 who were displaced in 2016 and have reportedly returned).² This is in addition to an estimated 2.2 million IDPs who were in need of assistance in 2016. Displacement has been caused primarily by conflict in many parts of Sudan, and smaller-scale, inter-communal conflict related to access to land and natural resource management.

In addition to internal displacement, Sudan has a longstanding tradition of hospitality towards refugees and asylum seekers, and is currently hosting refugees from the Central African Republic (CAR), Chad, Eritrea, Ethiopia, South Sudan, Syria and Yemen. As of December 2016, over 793,700 asylum seekers and refugees are being hosted across Sudan. Voluntary repatriation is not an option for the vast majority of refugees due to the situation in their countries of origin. In view of the ongoing fighting in South Sudan and significant food insecurity, reaching the level of famine in certain locations, the number of refugees crossing into Sudan is likely to continue to grow. According to the Government of Sudan, there are over 700,000 South Sudanese refugees who have sought safety and protection in Sudan since December 2013 due to the progressive deterioration of the security situation in South Sudan, of whom 400,000 have been registered so far.

Cyclical challenges (seasonal weather shocks and climate variability) and structural challenges (macro-economic instability, low-productivity livelihoods and poverty) result in crisis levels of food insecurity and chronic malnutrition. Over one in three children under five are too short for their age (stunted) and more than one in six are too thin for their height (wasted). According to the Ministry of Health, some 2.2 million children suffer from wasting annually (Global Acute Malnutrition, GAM) out of which over 573,000 suffer from Severe Acute Malnutrition (SAM). Eleven out of the eighteen states have a malnutrition prevalence of above 15 per cent, which is above the emergency threshold as per the WHO standards. Some states have much higher rates, such as North Darfur where GAM prevalence is at 27.9 per cent.³

This is particularly significant in the east of Sudan, where chronic underdevelopment often results in acute humanitarian needs. The main contributing factors to these high levels of malnutrition are food insecurity, disease outbreaks, lack of access to primary healthcare and clean drinking water, inadequate sanitation facilities, and poor infant feeding practices. Both acute and chronic forms of undernutrition affect the growth, development and survival of children in Sudan.

While challenges related to seasonality are not new, increasing climate variability and warming mean that shocks to agricultural livelihoods are increasing in frequency and intensity, extending lean seasons and creating situations where humanitarian assistance is needed. Opportunities for rural livelihoods are also diminished by increasing environmental degradation. The 2015-16 El Niño event which mainly affected people in already disadvantaged settings highlighted the high vulnerability of the people of Sudan to recurrent climate-related disasters. These cyclical challenges add to pervasive structural challenges due to economic hardships including inflation, short-term price volatility, limited social safety nets, and limited job generation initiatives.

PLANNING ASSUMPTIONS

This three-year strategy is based on the assumption that the key drivers of humanitarian needs, both chronic and structural causes, and the likelihood of shocks will continue in the next three years. However, opportunities also exist emanating from the unilateral cessation of hostilities, the significant reduction of large scale armed conflict, the general disposition of IDPs to return under certain conditions, the

²The number of people displaced in 2016 has increased since the 2017 HNO was finalized due to registration and verification of people displaced during 2016 (completed in early 2017).

³UNDAF CCA, 2016.

discussion with the US administration on lifting the sanctions and the conditions stipulated. Conditions include cessation of hostilities, free and unfettered humanitarian access, to name a few. Seasonal return continues to take place, in order for people to carry out cultivation and farming.

Internal displacement: from 2017 to end 2019, displacement and return patterns will vary based on low intensity conflict and insecurity. With fighting still ongoing in Darfur, Blue Nile, South Kordofan and insecurity in Abyei, further displacement remains likely in 2017 and beyond. Since 2003, some 533,000 people have voluntarily returned, of whom 209,000 since 2014. Investments in durable solutions for IDPs will gradually reduce the number of people affected by long-term displacement, while humanitarian partners remain prepared to deliver comprehensive emergency assistance to those newly displaced.

Refugees: in 2016, over 131,000 refugees arrived from South Sudan – the highest number of refugees from any country. An additional 85,000 refugees arrived from January to end of March 2017. It is expected that by the end of 2017, the total number of refugees from South Sudan since the onset of conflict in December 2013 will reach 477,000 mainly in South and East Darfur, South and West Kordofan, and White Nile, amid reports of an upsurge in armed conflict and emergency levels of food insecurity in areas of South Sudan near the Sudan border. UNHCR and partners are monitoring the situation closely and repositioning emergency shelter and NFIs and scaling-up reception services to bolster the response. UNHCR registers refugees in 5 states.

Malnutrition: undernutrition is one of Sudan's most serious, but least addressed, socioeconomic and health problems. National malnutrition rates have not improved for the last 30 years, with stunting levels even showing an upward trend, reaching 38.2 % in 2014.⁴ In the absence of adequate investment to address the underlying causes of undernutrition, humanitarian actors will continue to provide humanitarian nutrition services to affected populations in 2017. More generally, in a context shaped by insufficient basic services, humanitarian assistance will remain a lifeline to prevent people from slipping below emergency thresholds.

Climate-related shocks and hazards: according to the 2017 HNO, 3.6 million people are living at crisis or emergency levels of food insecurity. This represents a decrease of 1 million people affected by food insecurity at the peak of the El Nino period in 2016. In contrast to alarming levels of food insecurity in neighbouring countries in the Horn of Africa, the forecast in Sudan for wheat to be harvested by March 2017 is generally good, ensuring an adequate supply for Sudan's population for 2017 nationally. Humanitarian partners will continue to closely monitor the situation. The frequency of seasonal floods has gradually increased in recent years, disproportionately impacting already vulnerable populations and creating additional humanitarian needs.

Despite expected significant new humanitarian needs as

spelled out above, there have been improvements in the security situation in Darfur that could facilitate development activities. It is for such situations that a New Way of Working was proposed at the World Humanitarian Summit. This strategy has been developed with the assumption that links to development programming can be strengthened over the coming three years. More sustainable approaches will further reduce the vulnerability of targeted populations and increase self-reliance, so that the need for humanitarian assistance will gradually decline. For 2017, this will require the identification of potential thematic or geographic areas that would allow for a sequencing and layering of humanitarian and development assistance and a scale-up of development assistance to gradually reduce vulnerabilities.

Acknowledging the fast-changing environment in Sudan, the HCT and humanitarian stakeholders commit to periodically validate and/or review these assumptions as necessary to ensure the strategy remains relevant or is adapted to address any changes in the context. Activities under Outcome 1 will be rapidly scaled up as necessary in the event of emergencies or a deterioration of the humanitarian situation to ensure that timely life-saving assistance is prioritised and delivered at scale and as needed.

The Refugee Response: moving toward a multi-year approach in Sudan

Responding to the emergency needs of South Sudanese refugees remains a top priority. Having usually travelled long distances to seek safety and protection, they need protection, food, water, shelter, health and nutrition assistance as well as livelihood opportunities. In view of the ongoing fighting in South Sudan and significant food insecurity, reaching famine level in certain locations, the number of refugees crossing into Sudan is likely to continue to grow. As the South Sudanese refugee emergency enters its fourth year, there is a need to move beyond the emergency phase and focus on long-term solutions that strengthen the resilience of refugees and allow them to become more self-reliant in the face of a potentially protracted crisis. There are over 400,000 South Sudanese refugees who have sought safety and protection in Sudan since December 2013 due to the progressive deterioration of the security situation in South Sudan. A move to a multi-year strategy supports enhanced preparedness of the refugee response, with a view to preparing for the needs of anticipated new influxes in 2018 and 2019.

Refugees living in protracted situations in Darfur and eastern Sudan remain largely dependent on humanitarian aid, with a small percentage able to access livelihood opportunities. The majority of refugees in Sudan are living in chronic poverty, driven by a lack of livelihood opportunities, restriction of movement in some areas, high prices of local commodities, and limited access to land for farming. The ability of refugees to become self-reliant remains challenging, with most households unable to find work or forced to engage in casual labor on low and unreliable wages. The lack of livelihood opportunities also compounds protection issues, particularly for refugee women.

Increasing numbers of mainly Eritrean refugees in eastern Sudan are turning to smuggling networks in order to facilitate their movement onward. Along these migratory routes, refugees and asylum-seekers risk exposure to various forms of exploitation, including human trafficking. Drivers of onward movement of refugees and asylum seekers living in protracted situations fall within a broader development context in Sudan. There is a need for more durable solutions that support the development of opportunities for refugees to gain greater self-reliance and enhanced protection, and these solutions require multi-year considerations and long-term planning.



THE MULTI-YEAR HUMANITARIAN STRATEGY OUTCOMES:

FROM SAVING LIVES TO REDUCING NEEDS & VULNERABILITIES & BUILDING RESILIENCE

STRATEGY OVERVIEW

The over-arching objective of this strategy is to protect the lives, security and integrity, as well as the fundamental wellbeing and dignity, of people affected by emergencies, including conflict. At the same time, self-reliance and resilience of affected people, in particular for those living in long-term crises, will be strengthened through further integrating an early recovery approach.⁵ The response will be anchored in humanitarian principles, International Humanitarian Law, International Human Rights Law and International Refugee Law. In order to ensure efficiency in achieving these outcomes, there is a dedicated commitment from humanitarian partners to use an integrated approach throughout the planning, implementation and monitoring phases of the strategy.

By capitalizing on the impact of life-saving interventions and strategically linking the emergency response to resilience, development, and peacebuilding programming, the strategy aims at gradually reducing the number of people in Sudan who are in need of humanitarian assistance. In this regard, the Humanitarian Country Team has agreed on three strategic outcomes:

| MULTI-YEAR HUMANITARIAN STRATEGY STRATEGIC OUTCOMES | | |
|---|---|---|
| Outcome 1: Populations affected by natural or man-made disasters receive timely assistance during and in the aftermath of the shock | Outcome 2: Displaced populations, refugees, returnees and host communities meet their basic needs and/or access essential basic services while increasing their self-reliance | Outcome 3: Vulnerable residents in targeted areas have improved nutrition status and increased resilience |
| UNDAF STRATEGIC OUTCOMES | | |
| | | Outcome 1: By 2021, people in Sudan, with emphasis on small producers and micro-entrepreneurs, have access to improved productive capacities ⁶ that contribute to inclusive and sustainable livelihoods, job creation and ending extreme poverty |
| Outcome 2: By 2021, people's resilience to consequences of climate change, environmental stresses and natural hazards is enhanced through strengthened institutions, policies, plans and programmes | | Outcome 2: By 2021, people's resilience to consequences of climate change, environmental stresses and natural hazards is enhanced through strengthened institutions, policies, plans and programmes |
| | Outcome 3: By 2021, the most vulnerable population have improved health, nutrition, education, water and sanitation, and social protection outcomes 820 | |
| | Outcome 4: By 2021 national, state and local institutions are more effective to carry out their mandates including strengthening normative frameworks that respect human rights and fundamental freedoms and ensure effective service delivery 75 | |
| | Outcome 5: By 2021, security and stabilization of communities affected by conflict are improved through utilization of effective conflict management mechanisms, peace dividends and support to peace infrastructures and durable solutions that augment peaceful coexistence and social cohesion | |

⁵Guidance Note on Inter-Cluster Early Recovery, Global Cluster for Early Recovery, January 2016
⁶"Productive capacities" as derived from UN Secretary-General's report to ECOSOC, E/2012/74, encompass the productive resources, entrepreneurial capabilities and production linkages, which together determine the capacity of a country to produce goods and services in a way which achieves economic growth, poverty reduction and environmental sustainability.

OUTCOME 1

Populations affected by natural or man-made disasters receive timely assistance during and in the aftermath of a shock

Until end 2019, humanitarian partners will work to ensure:⁷

(i) Strengthened emergency response preparedness of humanitarian actors; (ii) Affected people receive timely lifesaving assistance; (iii) Coping mechanisms are strengthened through integrated community-based early recovery programming.

New emergencies will require providing emergency food assistance, increasing access to livelihoods to reduce negative coping strategies, attending to the critical needs of acutely malnourished children and pregnant and lactating women, providing shelter from the elements, and ensuring access to basic services such as education, health, nutrition, protection, water, sanitation and hygiene. Protection services are also required to identify and respond in a timely manner to people at risk of abuse or neglect, including women and children, older people and people with disabilities, and victims of explosive remnants of war. Additionally, newly displaced persons, returnees and refugees will also require timely access to registration and documentation services including protection from trafficking. During the emergency phase, humanitarian partners must make every effort to reassess the needs of vulnerable people and prioritize assistance, through vulnerability criteria, under Outcome 2 of this plan.⁸

Under Outcome 1, humanitarian partners commit to improve the timeliness of the response to new emergencies. Collective investment in the capacity for situation and risk monitoring will help to improve regular evidence generation on the severity of needs across the country. Early warning information will enable a timely response as soon as new needs arise, and facilitate the adjustment of priorities as required. This will facilitate a seamless flow between alert, appeals for funding and action on the ground. The Minimum Operating Standards (MOS)⁹ and the Sudan Emergency Response Framework (ERF)¹⁰ will guide operations in the face of new shocks and risks and inform preparedness efforts for IDPs and resident populations, while the refugee response will be guided by UNHCR Emergency Standards and Indicators. Implementation of Emergency Response Preparedness (ERP) actions will help identify priority humanitarian risks in the country, determine the level of preparedness needed to respond, and identify gaps in the response system that need to be addressed. UNHCR's Framework for Emergency Preparedness and Response Procedures will assist to identify the procedures needed, guide internal leadership, coordination arrangements and accountabilities during the pre-emergency phase and during the emergency.

Emergency interventions will be linked to existing safety

net platforms (including cash transfers, input subsidies, other livelihood initiatives and health insurance), which will provide a spring board to scale up the response and promote a continuum and alignment with development activities and partners. Close coordination with government counterparts and local partners will contribute to building the capacity of national partners and improving preparedness for new emergencies.¹¹

Link to development programming:

Humanitarian activities aimed at providing assistance to communities affected by natural or climate-related shocks are aligned to UNDAF Outcome 2, which aims to increase resilience and risk management capacities at household, community and policy levels. Community-based activities under this UNDAF outcome (reduce conflict over natural resources, improve early warning systems and the capacity to prepare and respond to natural disasters) will target geographical areas and communities that also benefit from humanitarian assistance, including vulnerable resident communities hosting IDPs and refugees. Investments in early warning systems and capacity-building of national partners on Disaster Risk Management will be complemented by capacity building and readiness efforts, gradually reducing the need for large-scale humanitarian assistance in the aftermath of natural and climate-related shocks. Humanitarian actors are also advocating for development actors to step in earlier after an emergency to provide medium and long-term support to people affected by natural and man-made disasters to help reduce their dependence on humanitarian assistance and rebuild their self-reliance.

OUTCOME 2

Displaced populations, refugees, returnees and host communities meet their basic needs and/or access essential basic services while increasing their self-reliance

Until end 2019, humanitarian actors aim to ensure:¹² (i) People have equal, sustainable access to essential assistance based on vulnerability targeting; (ii) People in need have equal, sustainable access to quality basic services; and (iii) People in need have access to income and livelihood opportunities.

Over the last decade, new displacement, both temporary and long-term, has generally ranged between one and four hundred thousand people per year. In 2017, 2.3 million IDPs were estimated to be in need of humanitarian assistance in Sudan. This is in addition to over 790,000 refugees and asylum seekers in need. The spontaneous return of IDPs and Sudanese refugees mainly from Chad has taken place to

⁷DRAFT Outcomes. Please refer to Results Framework and annual HRP for target figures

⁸Timespan of emergency interventions vary depending on the type of emergency and related guiding principles. The emergency phase of the response is usually 24 months for IDPs (WFP) and five years for refugees (UNHCR).

⁹<https://www.humanitarianresponse.info/en/operations/sudan/document/minimum-operating-standards-mos-full-enar>

¹⁰<https://www.humanitarianresponse.info/en/operations/sudan/document/emergency-response-framework-erf-2015>

¹¹In line with IASC Common Framework for Preparedness

¹²Please refer to Results Framework

Cash-based programming and use of technology

The anticipated context during 2017 - 2019 will challenge the humanitarian community to address urgent needs and to foster more innovative approaches to strengthen self-reliance, adapt to evolving situations and to work across sectors. The Humanitarian Country Team recognises that the use of Cash-Based Transfer Programming (CTP) has the potential to provide a timely and cost efficient and effective response to a variety of urgent needs, offering dignity, flexibility and, depending on the modality, choice to beneficiaries while supporting local markets. Applied in the right context, CTP has the potential to facilitate and strengthen self-reliance, particularly for long-term displaced and refugee communities and hence offers an appropriate mechanism to link humanitarian and development programming. Where appropriate, cash and voucher transfer modalities will be considered to support or complement service-based safety net approaches, in coordination with government Ministry of Welfare and Social Security (MoWSS)-led social protection systems. In addition, the humanitarian community will enhance its capacity to monitor the impact in a coordinated manner using available new technologies. The Inter-Sector Coordination Group Cash Working Group (CWG) is co-chaired by WFP and the World Bank, extending the community of practice beyond humanitarian actors and ensuring humanitarian cash-based programming is informed by the broader work in Sudan on cash transfers and social safety nets.

locations where conditions have improved. Since the onset of the crisis in 2003, approximately 532,000 persons voluntarily returned to their places of origin across Sudan. However, due to unresolved land issues, ongoing insecurity and weak rule of law, large-scale sustainable returns have, for the most part, not yet taken place. This is further complicated by lack of access to basic services, natural assets and economically and environmentally sustainable livelihoods in areas of return. The long-term displacement situation is not only a highly destabilizing experience for the affected people, but also leads to very significant development challenges. Most IDPs, returnees and refugees are unable to meet their basic needs independently and have very limited livelihood opportunities. In addition, rapid population growth and displacement have altered the human geography and exerted stress on available natural and economic resources. Leaving IDPs in continued marginalization without the prospect of a durable solution is an obstacle to long-term peace, recovery and reconstruction.

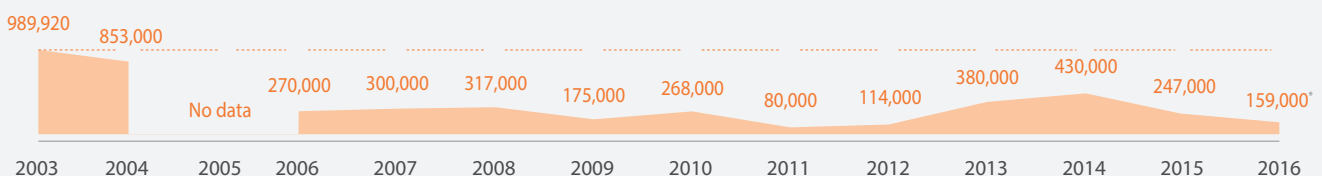
Early recovery and self-reliance interventions will therefore be increased and the dependence of people on emergency relief will progressively be reduced as early as possible. For refugees, only few opportunities to find a durable solution exist, despite their importance to guaranteeing safety and protection. The lack of long-term options contributes to the long-term nature of these emergencies and refugees finding often unsafe alternative solutions to ease their suffering. Investments in in-depth vulnerability assessments for IDPs have already helped to target assistance based on vulnerability

and capacities where appropriate (see box). Through a rights-based approach and based on outcomes from IDP intention surveys for return/reintegration, communities will be supported to regain their capacity to address their basic needs in an autonomous way, develop safety nets, and be integrated into the essential services provided by the government to its citizens. This requires that their access to essential services reaches appropriate standards and becomes sustainable, safe, and equitable with the rest of the population.

Example: Investments in vulnerability assessments for IDPs to reduce dependence

In-depth assessments are helping to target IDPs based on their capacities, needs and vulnerabilities rather than based on their status as IDPs, thereby supporting the shift away from annual blanket assistance for all long-term IDPs in Darfur. Beneficiaries are grouped in categories based on the severity of their vulnerability and then provided with targeted assistance, ranging from unconditional food assistance to livelihoods support and basic services. This will support IDPs to become more self-reliant and to gradually increase their productive assets. To date, vulnerability assessments have identified 333,000 IDPs as relatively better-off households. An additional 300,000 IDPs have been transitioned to livelihood activities (or seasonal unconditional support).

No. of people newly displaced per year (including verified, unverified and returns)



*2016 figures indicate verified displacement, not including reported displacement/returns.

Durable Solutions

Within the Recovery, Returns and Reintegration Sector (RRR), humanitarian and development partners and authorities will coordinate their support to durable solutions for IDP and refugee returnees through a rights-based approach. Assessments in areas of return, local integration and resettlement will be carried out so as to ensure that the right of IDPs to make an informed and voluntary choice is fulfilled, and that conditions of safety and dignity are provided in areas where durable solutions are supported. Support to ensure rights related to access to land, to documentation, and ownership rights, must also be provided. To this end, the verification and assessment framework adopted by the RRR Sector comprises three steps:

1. Verification of conditions of return to ensure voluntariness, safety and dignity
2. Registration of returnees
3. Technical assessments to inform evidence-based planning and multi-year/multi-sector response

A mission completed by the Joint IDP Profiling Service in December 2016 in Sudan recommended that a comprehensive profiling exercise be carried out to provide an evidence base for more strategic joint programming for durable solutions. This should include consolidated thematic analysis of the different durable solutions criteria and analysis on IDPs' perceptions and preferences for durable solutions, as well as analysis of the capacity of the surrounding environment to accommodate and support these solutions. Partners currently producing displacement-related data in the Sudan context, the World Bank and national authorities will reinforce their coordination to combine approaches into one joint profiling methodology.

To provide a basis for long term solutions for IDPs in line with the Doha Document for Peace in Darfur (DDPD), recovery and development plans such as the Darfur Development Strategy and the UNDAF, and contributing to the Sustainable Development Goals (SDGs), different area-based and multi-sector approaches have already been developed and endorsed. The Humanitarian Country Team (HCT) Darfur Protracted Displacement Strategy (PDS) is an integral part of the Multi-Year Humanitarian Strategy. The PDS aims to strengthen IDP coping capacities and increase self-reliance as well as improve sustainable access to quality basic services for IDPs in camps and in host communities, and contributes to laying the foundation for Durable Solutions. While the PDS addresses displaced people's needs and vulnerabilities in their places of displacement, the area-based Recovery, Return and Reintegration Sector (RRR) Multi-sectoral Response Strategy aims to address immediate needs and underlying vulnerabilities in areas of return and reintegration. The Strategy looks into new and innovative ways for humanitarian-development cooperation, including scaling up and coordinating early recovery efforts from both the development and humanitarian ends of the aid spectrum. The framework is based on the criteria¹³ and benchmarks for durable solutions set out in the Inter-Agency Standing Committee's Framework on Durable Solutions for Internally Displaced Persons and on lessons learned from Sudan. It is one of three inter-linked and overlapping phases that cover immediate needs while at the same time addressing long-term needs necessary to allow people to permanently return to their places of origin.

Ensuring the self-reliance of refugees remains challenging, with most households unable to find work or engaged in casual labour with low wages in relation to Sudan's high cost

of living. Investment in targeted livelihoods programming will form a key component of the Multi-Year Humanitarian Strategy in order to enhance the self-reliance and protect the fundamental well-being of refugees in Sudan. Increasing the resilience of host communities to absorb new influxes of displaced people, refugees and returnees is also necessary. Community support projects will be used to help to mitigate the impact of displacement on host communities by alleviating strains on local services and infrastructure. This will also significantly contribute to reconciliation and the inclusion of persons with specific needs, in turn promoting social cohesion and peaceful co-existence. The response will be in line with the Regional Refugee Response Plan for South Sudanese and the Joint Strategy to Address Human Trafficking, Kidnappings and Smuggling of Persons in Sudan.

Link to development programming:

Building on the humanitarian support within this outcome, related to UNDAF Focus Area 3, development programming will focus on providing or extending social services throughout Sudan, with IDPs, refugees and returnees identified as particularly vulnerable groups. Close coordination with government counterparts and local partners will contribute to building the capacity of national partners and improving preparedness for new emergencies, thereby directly contributing to UNDAF Outcome 4. The work on durable solutions for IDPs under the Multi-Year Humanitarian Strategy will be mirrored under UNDAF Outcome 5.

Greater engagement of development actors within the refugee response in Sudan will also benefit host communities, especially as it relates to improved access to basic services

¹³Long-term safety, security and freedom of movement; Adequate standard of living, including at a minimum access to adequate food, water, housing, health care and basic education; Access to employment and livelihood opportunities; Access to mechanisms to restore housing, land and property or provide compensation; Access to and replacement of personal and other documentation; Voluntary reunification with family members separated during displacement; Participation in public affairs, at all levels, on an equal basis with the resident population; & Effective remedies for displacement-related rights violations, including access to justice, reparations and information on root causes.

and livelihood opportunities for both refugees and host community members. Increasing the resilience of host communities to absorb new influxes of refugees also requires multi-year planning. Investments in social and physical infrastructure of host communities should seek to enhance the capacity of local service providers to deliver health, education, water, sanitation and protection services of good quality to all members of the community, and should also allow for non-discriminatory access for refugees to these services. Doing so will also contribute significantly social cohesion and peaceful co-existence, as well as the inclusion of groups with specific needs into specialized services.

Link to peace building and social cohesion:

To contribute to peace building efforts so as to promote social cohesion among communities affected by long-term conflict, reduce vulnerability and ensure sustained access to basic services, humanitarian programmes will be implemented according to the “do no harm” principle, and will build on existing community-based mechanisms and systems. Proposed actions include the completion of joint conflict analyses, conflict-sensitive programming, the introduction of interventions for peace building and social cohesion in maximising existing network mechanisms such as child-friendly spaces in IDP and refugee sites, alternative learning programmes, and primary healthcare services in areas where tribal conflicts occur. The expansion of existing community centres and the creation of new centres will empower IDPs, refugees, returnees and host communities and provide safe public spaces for self-help among women, men, and youth, boys and girls.

These interventions, strengthening the humanitarian-development-peace nexus, will feed into Outcome 5 of the UNDAF. By 2021, security and stabilization of communities affected by conflict are improved through utilization of effective conflict management mechanisms, peace dividends and support to peace infrastructures and durable solutions that augment peaceful coexistence and social cohesion.

OUTCOME 3

Vulnerable residents in targeted areas have improved nutrition status and increased resilience

Until end 2019, humanitarian partners will work to ensure that:¹⁴ (i) Malnourished children, pregnant and lactating women and other vulnerable groups have access to nutrition-sensitive and nutrition-specific services; (ii) Stakeholders and affected communities (national and state level) have improved capacity to prevent malnutrition in a multi-sectoral manner; (iii) The affected communities are empowered through community-based livelihood interventions and other prevention and resilience measures.

In line with the Agenda for Humanity’s core responsibility 4, work differently to end need, this strategic outcome acknowledges the fact that there are pockets of severe vulnerability across Sudan, even in areas that are not directly affected by conflict or natural disasters. Sudan has some of the highest malnutrition rates in the world, and in 2014, 52% of acutely malnourished children lived in states that are not affected by conflict.¹⁵ In the absence of sufficient access to basic services and without access to humanitarian assistance, vulnerable people drop below emergency nutrition thresholds. This is mainly hotspots for insecurity and natural disasters. Under Outcome 3, humanitarian actors will focus on local populations in targeted areas not affected by conflict based on their needs and vulnerabilities as identified in the annual HNO. In light of the economic situation across the country, there is an increased need to prevent larger segments of the population from falling into a spiral of negative coping mechanisms and thereby slipping into this category. While high levels of malnutrition represent the visible humanitarian consequence, undernutrition is the result of multiple underlying structural causes: food security, health, water and sanitation. The HCT’s multi-sector approach to addressing the emergency needs of malnourished children is designed to also contribute to the long-term efforts of the government and partners to tackle malnutrition in Sudan.

A comprehensive multi-sectoral integrated approach could capitalize on the comparative advantages of different actors

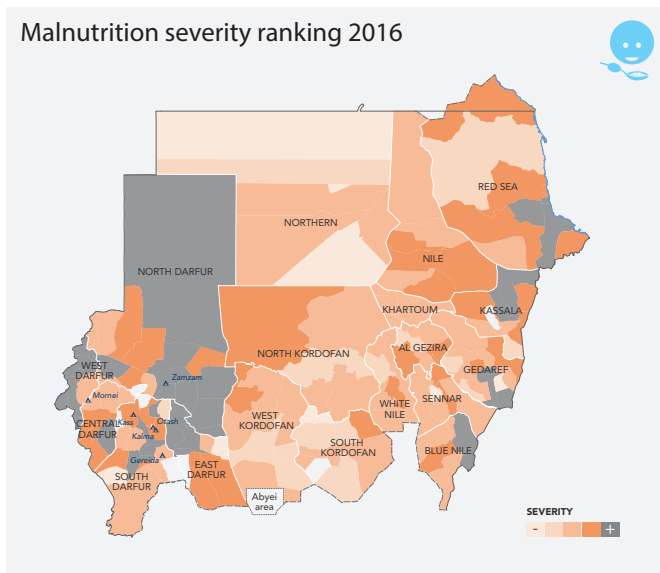


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¹⁴Please refer to Results Framework and annual HRPs for target figures

¹⁵Federal Ministry of Health Department of Nutrition, National Nutrition Strategic Plan 2014-2018, 2014

to strengthen the resilience of the targeted people and address malnutrition in a comprehensive manner. This includes helping communities to better understand, analyse, and plan long-term solutions to tackle the root causes of vulnerability and malnutrition. This will include direct and lifesaving malnutrition support to affected populations as well as strategic interventions on behalf of other sectors, namely WASH, education and health to address underlying vulnerabilities. Under this strategy, partners will continue to support the government's Scaling Up Nutrition (SUN) efforts to operationalize a multi-sectoral nutrition strategy. Long and short term causes of under-nutrition are addressed through evidence-based, cost-effective interventions (both curative and preventive aspects) implemented at key stages of the life-cycle of the targeted populations, from early nutrition to school children up to adults of productive age. Interventions will place particular emphasis on children, pregnant and lactating women, and older people.



Link to development programming:

Succeeding in reducing malnutrition across Sudan will require a sustained investment from the Government of Sudan with support from development partners in the crucial areas of education about the causes of malnutrition, food insecurity, health, hygiene, safe water and sanitation. The National Nutrition Strategic Plan 2014–2018 will remain instrumental in guiding nutrition programming. Reducing food insecurity will entail significant investment in increasing livelihood opportunities as well as solid investment in natural resource management and employment opportunities (UNDAF Outcomes 1 and 2).¹⁶ Under UNDAF Outcome 3, the UN and partners will seek to improve equitable access to quality and comprehensive health, nutrition, water, sanitation and hygiene services, based on an equity-focused approach targeting the most vulnerable.



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¹⁶WFP/UNICEF Investment Case for Nutrition

COORDINATION

COORDINATION OVERVIEW

In line with UN GA Resolution 46/182, this Multi-Year Humanitarian Strategy will be implemented under the overall leadership of the Humanitarian Coordinator and in close consultation with the Government of Sudan, in line with national priorities. In collaboration with the HAC National Mechanism, coordination and monitoring of the 2017 HRP will be undertaken by the Inter-Sector Coordination Group (ISCG) and Area HCTs. The coordination of the refugee response under the Multi-Year Humanitarian Strategy will continue to be led by UNHCR¹⁷ and the Commission for Refugees (COR), through the Refugee Consultation Forum (RCF). The RCF will cover all interventions for refugees and asylum seekers delivered by humanitarian actors across Education, ES/NFI, FSL, Health, Nutrition, Protection and WASH Sectors. Building on progress made in 2016, the ISCG will expand multi-sectoral, integrated and, where feasible and appropriate, area-based approaches to deliver humanitarian assistance to people in need based on comparative advantage.

The HCT and UN Country Team (UNCT), in partnership with the Government, will collaborate on analysis of needs and trends and capacities of Government, development and humanitarian partners programming to ensure layering and sequencing as appropriate, and commit to sharing data and information for the benefit of both development and humanitarian programming. Special attention will be paid to ensure adequate conflict-sensitive and risk-informed programming. The HCT, UNCT and Government will explore modalities of establishing joint mechanisms to monitor and evaluate the implementation of the strategy.

The review of Sudan's humanitarian coordination architecture in the second quarter of 2017 will be linked to this strategy and will recommend mechanisms to facilitate coordination and joint monitoring of the progress made against the outputs and outcomes of this strategy. The review will also explore how to strengthen Sudan's humanitarian coordination architecture and how to further enhance coordination between humanitarian and development programming to ensure humanitarian and development partners targeting similar areas provide the required combination of short, medium and long-term activities.



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¹⁷Joint note: Joint UNHCR-OCHA Note on Mixed Situations: Coordination in Practice (2014)

¹⁸4Ws: monitoring tool to track activities carried out (What, Where, by Whom, When)

¹⁹3Ws: Who does What, Where.

CROSS-CUTTING

ISSUES

CENTRALITY OF PROTECTION AND ACCOUNTABILITY

The overall aim of this strategy is to ensure that individuals and families are safe wherever they are, especially during displacement and upon return. In particular, humanitarian partners will take all necessary steps to avoid exposing people to further harm, and to reduce their exposure to risks to their safety and dignity. Participation of affected people in all stages of the Humanitarian Programme Cycle will be instrumental to ensure that their feedback is taken into account and that the response addresses their concerns in an appropriate and sustainable way. This will, for example, include feedback and complaints mechanisms, including related to sexual exploitation and abuse. Child protection responses must be established from the start of an emergency or children's lives and well-being will be at risk.

Humanitarian partners commit to ensure that services provided to beneficiaries are accessible without discrimination and based on needs. In addition, the humanitarian community is committed to providing relevant support to all actors and advocating for the upholding of their responsibilities and obligations under International Humanitarian Law, International Human Rights Law and International Refugee Law, recognizing that the Government holds the primary responsibility to protect civilians including refugees.

GENDER AND AGE-SENSITIVE PROGRAMMING

The majority of people in need of humanitarian assistance in Sudan are women and children. Over 60 per cent of refugees and over 60 per cent of IDPs are children. Situations of displacement and emergency have devastating effects on children's lives, and boys and girls are uniquely vulnerable due to their age and social status. Child protection responses must be established from the start of an emergency to prevent violence, abuse and exploitation. Female-headed households are commonplace due to multiple displacements and the separation of men and adolescent boys during conflict-induced displacement. In 2016 in North and South Darfur, 80 per cent of single person-headed households were headed by women²⁰ and nearly 88 per cent of South Sudanese refugees arriving in Sudan are women and children, with the majority of households headed by women.²¹ As a result, there has been a shift in traditional gender roles, exposing women and girls to increased levels of burden and risk, while still excluding women from decision-making mechanisms. Women and

girls are also exposed to violence when on the move to collect water or firewood, work in fields or go to markets.

Preventing and responding to gender-based violence (GBV) is therefore an important component of the Multi-Year Humanitarian Strategy. Given the multi-sectoral nature of the response required, humanitarian partners will seek to mainstream GBV prevention throughout the humanitarian response and in programming across all sectors, in collaboration with government partners. The focus also includes an emphasis on implementing assistance modalities that directly engage women and girls not just as direct beneficiaries, but as leaders in crises and recovery. In the context of the HCT Gender Strategy, the HCT has articulated minimum commitments for gender-sensitive programming throughout the Humanitarian Programme Cycle. The HCT-Gender Task Force (GIHA) is supporting the ISCG to develop context-specific gender guidance that can be applied throughout the humanitarian response. In monitoring the results of the strategy, interventions targeting women will be specifically measured. Also, humanitarian assistance will be designed with due attention given to the needs and capacity of youth, older people, and people with disabilities.

ENVIRONMENT

Climate change and related natural disasters have a strong bearing on the socio-economic situation of communities and households in Sudan. At the same time, environmental degradation, unsustainable use of natural resources and local level conflicts are both contributory factors and consequences of the humanitarian crisis in Sudan. While working towards sustainable natural resource management, improved governance of natural resources and climate change adaptation and mitigation on the development side, environmental partners in Sudan are already supporting humanitarian actors to ensure that humanitarian activities have a minimum impact or enhancing impact on the environment. In addition, both sides are working together to develop and replicate environmental best practice, such as integrated water resource management and sustainable forest management. This will result in more environmentally sustainable and accountable humanitarian actions, which contribute positively to building long-term resilience. This entails reviewing humanitarian projects submitted for the Sudan Humanitarian Fund, as well as intensive work with all IASC Sectors and RCF partners to build capacity and to mainstream good practices throughout the Humanitarian Programme Cycle.

²⁰According to IOM

²¹According to UNHCR

MONITORING & EVALUATION

VULNERABILITY ANALYSIS

An increased emphasis on vulnerability analysis is central to the Humanitarian Response Strategy. Robust situation analysis and monitoring systems will inform operations and feed into the review and adaptation of the response, based on evidence, demonstrating evolving needs in the dynamic operating environment of Sudan. In addition, and in an effort to strengthen emergency preparedness and readiness, the HCT has committed to invest in the monitoring of risks. Other important initiatives will contribute to the need for evidence such as the 2017 locality-based multi-sector household survey (S3M), the vulnerability assessment within the UN-World Bank joint initiative, and continuous food security monitoring of displaced populations. Needs-based targeting of household-level assistance will continue to expand, building on lessons learned, including census-based and household-level food security profiling which at present is used to target the food assistance response among long-term IDPs. More broadly, the increased availability of sound evidence will enable better prioritization and targeting of the most deprived localities and communities needing humanitarian assistance.

MONITORING

In line with the HCT commitment to strengthen accountability to affected people and in line with the Agenda for Humanity's core responsibility 4, Change people's lives – from delivering aid to ending need, "success must now be measured by how people's vulnerability and risk is reduced, not by how needs are met year after year."²² During 2017, a results-based monitoring system will be developed that will integrate situation, response and results monitoring to show the impact of the activities carried out under this plan. Such a system will include:

- The 2015 Emergency Response Framework (ERF) will continue to provide the reference to humanitarian partners in Sudan for more cohesive, principled and timely emergency implementation/response monitoring. Through the ISCG and the established 4W mechanism, OCHA, in close collaboration with HAC, will continue to monitor the response.
- The ISCG and the HCT, in partnership with the Government, commit to measuring progress through

results monitoring of the outcomes and outputs of the plan and regularly publish the results of these processes.

EVALUATION AND CONTINUOUS LEARNING

- As part of mutual responsibility for aid efficiency, effectiveness and impact in humanitarian action, the humanitarian community and the Government will maximize the use of lessons learnt from independent evaluations of humanitarian response in order to capitalize on strengths and best practices generated within the long-term emergency response in Sudan. This will also help to continuously sharpen this Multi-Year Humanitarian Strategy for greater impact and sustainable results regarding the promotion of the humanitarian, development, and peace nexus.
- Field testing, evaluation and replication of area-based, multi-sector, multi-year approaches will be used to build the evidence base for successful examples of the New Way of Working. While these approaches may only be appropriate in selected geographical areas, an area-based approach will allow capitalizing on successes, identifying preconditions of expansion of the approach, and advocating for replication.
- RCF is working proactively in Sudan and in the region to plan, respond and monitor implementation. The Refugee Response Plan will continue to ensure coordinated planning in terms of the response to the South Sudan emergency. Monthly indicator reporting and the 4W mechanism will continue to be the tools utilized to monitor the response. Efforts to enhance information management within the RCF are ongoing to ensure timely information is available to inform the response. Regular field monitoring will continue and follow up with partners will enable the response to be adjusted as the situations evolves.

²²Agenda For Humanity, 2016: <http://www.agendaforhumanity.org/agendaforhumanity>

DRAFT RESULTS FRAMEWORK

| Outcome/Output | Indicators | Baseline | Target 2017 | Target 2018 | Target 2019 |
|---|--|----------|-------------|-------------|-------------|
| Outcome 1: Populations affected by natural or man-made disaster receive timely assistance during and in the aftermath of a shock | <ul style="list-style-type: none"> • % of people affected by shocks who receive adequate minimum emergency assistance • % of newly arrived refugees who receive adequate minimum emergency assistance • % of people who report adequate access to and benefits from services received • % of integrated emergency responses, including protection services, that follow evidence-based system and based on needs assessments • % of refugee multi-sectoral emergency responses that are based on coordinated needs assessments | | | | |
| Output 1.1 Strengthened emergency response preparedness of humanitarian actors | <ul style="list-style-type: none"> • # of national and inter-agency milestones on emergency preparedness reached, including the number of updated contingency plans • # of Preparedness Actions implemented as part of the Regional Refugee Response Plan and Country Contingency Plan • % of needs (identified in planning documents) met through prepositioning supplies | | | | |
| Output 1.2 Affected people receive timely lifesaving humanitarian assistance and protection | <ul style="list-style-type: none"> • % of new emergencies where adequate population data was available to inform the response in accordance with the Emergency Response Framework • % of new emergencies where needs assessments were conducted in accordance with the Emergency Response Framework • # of people in need assisted after the onset of an emergency in accordance with the Emergency Response Framework or other IASC frameworks • # of refugees assisted after the onset of influx in accordance with Refugee Response Plans • % of humanitarian assistance provided with community participation | | | | |
| Output 1.3 Coping mechanisms are strengthened through integrated community-based early recovery programming | <ul style="list-style-type: none"> • # of implemented projects strengthening coping mechanisms through integrated community-based approach • # of households provided with support to their own coping mechanisms • # projects providing support to refugees using a community-based integrated approach with the host community • | | | | |

| Outcome/Output | Indicators | Baseline | Target 2017 | Target 2018 | Target 2019 |
|---|--|----------|-------------|-------------|-------------|
| <p>Outcome 2: Displaced populations, refugees, returnees and host communities meet their basic needs and/or access essential basic services while increasing their self-reliance</p> | <ul style="list-style-type: none"> • % of people with long-term humanitarian needs accessing basic services and assistance • % of communities who are self-reliant and resilient to shocks and risks • % of refugees who have access to durable solutions and are self-reliant • % of people transferred out of humanitarian aid assistance and into national safety nets • % of people who report adequate access to and benefits from services received | | | | |
| <p>Output 2.1 People have equal, sustainable access to essential assistance based on vulnerability targeting</p> | <ul style="list-style-type: none"> • # of vulnerable people in need provided with assistance and protection services • # of refugees who can access basic services • # of institutions and facilities providing basic services | | | | |
| <p>Output 2.2 People in need have equal, sustainable access to quality basic services</p> | <ul style="list-style-type: none"> • # of people in need provided with sustainable basic services • # of institutions and facilities providing basic services | | | | |
| <p>Output 2.3 People in need have access to income and livelihood opportunities (target will decrease as development activities scale up)</p> | <ul style="list-style-type: none"> • # of households generating income based on livelihood support received • # of refugees who are provided with access to livelihoods and income opportunities • # of assets built, restored or maintained by targeted HH and communities, by unit and type | | | | |
| <p>Output 2.4 Refugees have access to protection services</p> | <ul style="list-style-type: none"> • # of refugees with access to referral mechanisms • # of refugees biometrically registered • # identified survivors/victims of SGBV and trafficking/kidnapping, UAMs/separated children and individuals with undetermined status receiving assistance | | | | |

| Outcome/Output | Indicators | Baseline | Target 2017 | Target 2018 | Target 2019 |
|--|---|----------|-------------|-------------|-------------|
| Outcome 3: Vulnerable residents in targeted areas have improved nutrition status and increased resilience | <ul style="list-style-type: none"> • % of targeted local government institutions adopting nutrition-sensitive planning and budgeting systems • % of targeted localities with below emergency-level GAM rates • % of mothers adopting optimal maternal and childcare practices • % of targeted communities where there is evidence of improved capacity to manage shocks and risks | | | | |
| Output 3.1 Malnourished children, pregnant and lactating women (PLW) and other vulnerable groups have access to nutrition-sensitive and nutrition-specific services | <ul style="list-style-type: none"> • # of boys and girls aged 6-59 months and PLW provided with acute malnutrition treatment services • # of nutritionally at-risk children under 5 and PLW provided with food-based prevention services • # of children between 6-59 months and PLW who received micronutrient services • % of localities with multi-sectoral nutrition-sensitive programme • # of localities with multi-sectoral nutrition-sensitive programmes | | | | |
| Output 3.2 Stakeholders and affected communities (national and state level) have improved capacity to prevent malnutrition in a multi-sectoral manner | <ul style="list-style-type: none"> • # of trained community groups providing Social Behaviour Change Communication and other forms of nutrition education services • # of ministries and implementing partner programme managers trained on adopting nutrition-sensitive multi-sectoral approach • # states with a costed multi sectoral nutrition implementation plan available at state level • # of mothers and caregivers who participated in social and behaviour change activities promoting maternal and child care practices • # of institutions strengthened to plan and implement multi-sectoral program based on malnutrition risk analysis | | | | |
| Output 3.3 The affected communities are empowered through community based livelihood interventions and other prevention and resilience measures | <ul style="list-style-type: none"> • # of communities resilient to shocks and risks • # of individuals who have diversified their livelihood options • # of communities self-reliant through access to sustainable livelihoods • % of people transferred out of humanitarian aid and into national safety nets | | | | |

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