UNDP – PEACE BUILDING CENTER

CAPACITY NEEDS ASSESSMENT

FOR

GRASSROOTS ORGANIZATIONS

(The Consultant Report)

July 2002

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CHAPTER ONE

Introduction

1.1   The TOR

This document carries the findings of the assignment, under the above title, in context of the following TOR:

Taking into consideration, that since the 1990's there have been many groups and peace initiatives in the Sudan, and that there is concern, about rendering support to the organizations involved in conflict resolution/transformation and peace building, the consultant is asked, through conducting detailed survey, to carry out the following tasks:

i.   To identify different organizations involved in peace building work, especially at the grassroots and the kind of activities they are involved in.

ii. To analyze the conflict resolution/transformation approaches and methodologies applied by these organizations and institutions.

iii. To collect as much conflict transformation practices as available from the organizations and institutions.

iv. To assess the current conflict/transformation and peace building capacity of each organization, and determine areas that need to be strengthened, if there are any.

v.   To make recommendations, to the peace building team, on how best to address the capacity strengthening needs identified.

1.2.   Document Organization

The document consists of 4 chapters

i.   An introductory one, stating the TOR, the document organization, and the methods applied in conducting the study.

ii. A second chapter on the characterizations of the different organizations in peace building, and the kind of activities, they are

involved in: current capacities, in terms of physical facilities for work, available man-power, budgetary support, operational modalities, and conceptual developments.

iii.   A third chapter on the conflict resolution methods and approaches applied by the organizations, and the mechanisms practiced.

iv.   A fourth chapter on conclusions, lessons and recommendations addressing the capacity strengthening needs of the organizations.

1.3.   Study Approaches and Methods

The approaches aimed at:

i.   Accessing results on the issues explored, from the generation of questionnaire data, and the outcomes of interviews conducted with NGOs/CBOs, and related agencies and government organs, at the central and regional level.

ii.   Yielding the data gathered to the necessary analyses to draw findings, conclusions and recommendations.

The methods covered:

i.   Review of literature obtained from different sources-UNDP Peace Building Center, general writings on the subject matter of the assignment, and documentary material supplied by some of the organizations.

ii.   Conducting interviews with the key staff in the organizations, and running a survey using a questionnaire (Annex 3) covering 54 organizations (33 NGOs, 13 CBOs, and 8 funding, promotional and co-ordination institutions) investigating the various topics of the assignment.

iii.   Making a 14 days field visits, to Kosti, El Abassiya, Abu Gebeiha, Kadugli, Dilling, El Dibeibat, (South Kordofan State) Rigel El Fula (West Kordofan State) and El Fasher (North Darfur State).

iv. Visitation of a sampled number of organizations based at Khartoum (12) and interviewing the key persons in charge of their activities, about their achievements in conflict resolution/transformation and peace building; also on the overall performance of voluntary work in these fields. The parameters explored by the questionnaire were adopted as check points around which the interviews were conducted. The data generated from the different sources was thereafter yielded to the essential analyses, on which the study report was produced.

CHAPTER TWO

Characterization of Organizations

2.1 Inventorying the Organizations

The UNDP Peace Building Center, made available to the consultant an inventory of 89 NGOs (Foreign and National), grassroots organizations, and some promoting, co-ordinating agencies (like embassies, HAC, etc.), claiming as working on conflict transformation and peace building. "Claiming", for the inventory was constructed from the names of the organizations, which attended a meeting organized by the Center, and actually almost all of the organizations that had presence in Khartoum were there.

Since the meeting was not organized, on strict criteria of actual involvement in conflict resolution and peace making, the inventory was adopted by the consultant, as first hand information, to be verified by the study findings, as to the degree the organizations are actually working on conflict resolution/transformation and peace building. The verification was carried out through the different research methods mentioned in the introductory chapter. As mentioned previously of the 89 organizations, embraced by the inventory, 54 were reached by the questionnaire, and 12 were interviewed in depth on the subject matters of the assignment. (Table 1) gives the organizations covered by the questionnaire. The selection of the organizations was based on their accessibility and their readiness to answering the questionnaire.

Table (1) Organizations Characterization
Organizations, Date of Establishment, and Geographic Area of Operation
1.1. Non Governmental Organizations (NGOs)

No.	Name Of Organization	Date of Establishment	Dated Started Operating	Geographic Area of Operation
1	Nuba Women Group	1997	1997	-Khartoum State. 2000 -Gadaref, Medani, Kosti 2000 - Kadugli, Dilling 2000
2	Friend of Children Society	1983	1983	-Khartoum State 2000 El Hag Yousif, Dar Es Salaam, Umm Badda.
3	Babikir Badri Scientific Association	1997	1997	All parts of Northern Sudan, however no existence outside Khartoum at present
4	Sudanese Center for Comparative Human Rights Studies	2001	2001	All parts of Sudan, however no existence outside Khartoum at present
5	Agency for Cooperation and Research in Development	1972	1974	Juba 1974, Port Sudan 1983, Red Sea State, 1984 Khartoum Dar Es Salaam IDPs Camps 1996.
6	Sudan Development Association	1990	1990	Khartoum State 1990, Nahr En Nil State 1994, North Kordofan State 1997, Gadaref State1998
7	Nuba Mountains women Group for Peace and Development	1997	1997	Gadaref State 2001 West Kordofan State 2001
8	Concern	1968	2001	Khartoum State 2001 West Kordofan State 2001
9	Child Rights Watch	1998	1998	West Kordofan State 1990 Malakal, Juba and Wau 1990
10	International Rescue Committee	1933	1980	Khartoum Kassala, Bahar El Ghazal, Malkal 1999- Nuba Mountains 2000
11	Sabah Association	1986	1988	Mayo, El Gereif, Kober Reformatories 1988- Khartoum 2, El-Gatiya, Wad El Basher IDPs Camps 2000.

Table Cont.

	SCOVA	1997	1997	All country 1997
13				
14	TYBA Development Consultancy Center	2000	2000	Khartoum State-Red Sea State 2000
15	Disaster Management and Refugees Studies Institute (DMRSI)	1993	1993	No information given
16	CARE International	1984	1984	N. Kordofan , Bahar El Ghazal, Unity, Kassala, Khartoum States (1984 on)
17	Fellowship for African Relief (FAR)	1984	1984	Kosti, S Kordofan, Khartoum States (1990 on)
18	Oxfam UK	1942	1984	-Khartoum, Upper Nile, Bahar El Ghazal (no dates given) -Kassala State 1999 - South Kordofan State 2000
19	Change for Peace and Development	2002	2002	Khartoum IDPs Camps
20	Sudanese Community Peace Forum	2000	2000	Khartoum State 2000.
21	Center for Humanitarian Affairs Resource Management	1999	1999	Khartoum, Kassala, N. Darfur, S Kordofan States (no dates given)
22	Mutawinat Benevolent Company	1990	1990	Khartoum State 1990 -Kassala, Port Sudan, Medani, Shendi 1997.
23	El Forgan National Charity Organization	2002	2002	Khartoum State, Renk, Blue Nile 2002
24	Development Association for Rural Area and Environment Protection	2002	2002	South Kordofan, 2002
25	The Sudanese Association for Breast Feeding Action and Early Childhood Development	1998	1998	Khartoum State, 1998
26	Nuba Women Group for Peace	1997	1997	Kadugli, Dilling S. Kordofan State 1997- Khartoum 2002
27	Nuba Women for Education and Development Association (NUWEDA)	1997	2002	Khartoum State, IDPs Camps, 1998

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Table Cont.

No	Name of Organizations	Date of Establishment	Date Started Operating	Geographic Area of Operation
28	Benevolent International Foundation	1991	1991	Khartoum 1991- S. and W Kordofan 1992- Equatoria 1992 – Blue Nile 1993 – eastern Sudan 1992
29	Azza	1997	1997	Khartoum State 1997 Kosti 1999
30	Save The Children UK.	1919	1984	N. Darfur (Es Sayah, Mellit, El Fasher-Umm Keddada) 1984 on.
31	Save The Children USA.	1932	1985	Umm Ruwaba, 1984 – Dilling, Kadugli, Abu Gebeiha, 1996 on.
32	Oxfam G.B.	1942	1985	N. Darfur 1985
33	Intermediate Technology Development Group, El Fasher	1988	1989	El Fasher Province (no date given)

1.2.2. Community Based Organizations (CBOs)

No	Name of Organizations	Date of Establishment	Date Started Operating	Geographic Area of Operation
34	Southern Women Group for Peace	1992	1992	Wad El Basheer, Hag Yousif IDPs Camps, Khartoum State (no date given)
35	Shams Organization	2000	2000	Shigla (Khartoum North) 2001
36	Sudan Self Help Foundation	2001	2002	Baher El Jebel-Equatoria Juba-2002
37	El Abassiya Voluntary Women Group	1996	1996	El Abassiya – Omdurman 1996
38	Help Your Self Society	1992	1992	Khartoum (no specific area mentioned, no date given).
39	Hay El Muhandissen Women Association	1998	1998	Hay El Muhandisseen Omdurman 1998
40	El Nidal Women Society	1999	1999	No specific area mentioned, no date given
41	Women Training and Promotion Society	1996	1996	No specific area mentioned, no date given
42	Kober Women Charity Organization	1996	1996	No specific area mentioned, no date given

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43	Al Amal Women Organization	1996	1996	No specific area mentioned, no date given
44	Umm Juma Women Society	1992	1992	El Fasher Province (Azaraf, Berka, Kargo Villages) 2000 on
45	Wadi Hawar Popular Organization	2000	2000	Kutum Province, Rural Pastoral Council-N. Darfur 2000
46	Women Training and Promotion Organization	1992	1992	Khartoum State, IDPs Camps.

1.1.3. Promotion, Co-ordination, Organizations

No	Name of Organization	Date of Establishment	Date Started Operation	Geographic Area of Operation
47	Women Action Group	1996	1996	Khartoum State 1996 on.
48	Communication for Development Unit: El Ayam Newspaper	2002	2002	All Sudan 49.
49	Development Initiative Group (DIG)	1997	1997	Sudan, Yemen, Nigeria, Egypt
50	Gender Center for Research and Training	1997	1997	Northern States 1997, North, South and west Kordofan States 1997, Red Sea 1999.
51	Women Solidarity Network	2002	2002	All Sudan
52	Peace Research Institute	1997	2001	All Refugee Camps, Khartoum State, 2001
53	Center for Peace and Development Studies, University of Juba	1997	1997	All Sudan
54	Center foe Peace and Development Studies, University of Dilling	1995	1996	South Kordofan State.

Note: For the organizations covered by the interviews, see (Annex 4) Persons Met, on the part of the organizations based in Khartoum.

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2.2   Current Capacities of the Organizations.

A central theme guiding the investigations under this study is capacity building. By that, we mean the capabilities of the organizations in addressing the issues of conflict resolution and working towards peace building. The capabilities can be physical, in terms of office accommodation, and facilities for work, operational, covering staff and budget, conceptual, involving programmes approaches and methods, and interactive in areas of working with other stakeholders. All of the above aspects shall explored in assessing current capacities, and in coming with the necessary recommendations to strengthen the work of the organizations.

These shall be explored under the following sections, based on the findings of the questionnaire, (reference to the 54 organizations surveyed), and illuminated by the interviews conducted.

2.2.1 Emergence of the Organizations

Tracing the dates of establishment of the organizations, and their starting of operations in the country shows that:

Period	No. Organizations	Percentage of Sample
1990 and before	13	24.07
1991 – 2000	30	55.55
2000 and after	11	20.37
Total	54	100.00

The majority of the 13 organizations in the first group are foreign NGOs. This is the period, which witnessed a high influx of foreign NGOs, attracted to the country by the 1984 drought and its aftermath; working on relief first, and thereafter changing to development, towards the end of the 1980's.

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The 1991-2000 period witnessed more attraction of FNGOs, with an observed rise of NNGOs and the formation of many CBOs. This has been instigated by an increasing adoption of international agenda, advancing concepts, such as democratization of rule, gender equality, promotion of human rights, conflict resolution and peace making, combating poverty, and the likes.

The influx continued, with more organizations being formed, as indicated by the 10 organization (20.37%) appearing 2000 and after, in our above categorization. Commenting on this last group, that in their short lifetime, 1 year plus, they lack the accumulated experience, even if they are working fully on the peace issues.

Inherent motivations in forming NNGOs/CBOs are not to escape us, for outside the stated objectives, there operate an interplay of many factors, including:

- The purging of many qualified staff from the civil services (1989-1993), finding themselves without jobs and nothing to do.
- Limited employment opportunities, with massive numbers of young university graduates, of both sexes not findings jobs.
- Comparatively high pay or remuneration from engagement in NGOs/CBOs activities, in relation to government employment, if found.
- Opportunities of satisfaction of personal aspirations, by joining NGOs: collequship, training, gaining experience, travel abroad, etc.
- Preparation for future carriers, through coming under the limelight of national and international agenda.

Survey finding revealed that the majority of NGOs tend to work on multi-faceted fields, combining development actions with conflict resolution and peace building. For many, the two activities, seem inseparable, hence attempting to classify them, on absolute functionary criteria, is difficult.

Reducing this to the main thrust of activities, the following tentative categorization might be furnished, arranging organizations as:

- Addressing community basic needs, in areas of food security, water supply, health care, etc. under both normal, and conflict situations.
- Related to the above, but of specific targeting, working among IDPs on relief emergency and relocation at the adjustment stage.
- On human rights (Women and Child Rights) with practicing in fields of legal aid, abduction, etc.
- On the promotion of the culture of peace, through interactive popular processes, and the written word.
- Conducting of studies and researches, and dissemination of information.
- A lesser number on land mines and small arms.
- Some, in addressing social problems, like combating bad habits.

Gender differences are accorded weight in the work of the organizations, for some are wholly specialized on women problems, which are also considered under the general programmes of other organizations.

Most organization, across their different activities, and with varied strengths, could be described as generally contributing to peace building, in area of awareness raising, advocacy, empowerment, lobby and networking.

2.2.2 Geographic Areas Of Operation

Referring to (Table 1), and on the 54 organization surveyed, we find the following picture of geographic presence of organizations (Table 2):

Table (2) Geographic Presence of Organizations.

Area	Number of Operating Organization	Percentage of Total Operating Organizations
1. Khartoum State	27	26.73
2. South Kordofan	10	9.90
3. North Darfur	6	5.94
4. Kassala	6	5.94
5. North Darfur	6	5.94
6. Gadaref	5	4.95
7. All Sudan	5	4.95
8. Red Sea	5	4.95
9. Equatoria	5	4.95
10. Baher El Ghazal	4	3.96
11. West Kordofan	4	3.96
12. North Kordofan	4	3.96
13. Upper Nile	3	2.97
14. Equatoria	3	2.97
15. Medani (Gezira)	2	1.98
16. Kosti (White Nile)	2	1.98
17. Blue Nile	2	1.98
18. Naher En Nil	2	1.98

The results conveyed by (Table 2) point to an uneven distribution of organizations country-wise, with some states not appearing in the table (remember that, Sudan is comprised of 26 States); and a high concentration of organizations (26.73%) in Khartoum State, mostly working on IDPs Camps. Allowing for sampling omissions, still the data holds convincing; postulating the following questions:

- A spontaneous rising and engagement of organizations, on voluntary and group interest considerations, unguided by a comprehensive plan, towards channeling their activities to the most needy areas.

- While States of high conflict incidence show poor presence of organizations, (pronounceable by, the South, South Kordofan, and the three Darfur States), Khartoum commands the largest number of organizations, which indicates eminent weaknesses in the adopted peace-making policies and practices.

- Realizing a more balanced distribution of organizations is impaired by many constraints, which shall be highlighted at the end of this chapter.

2.2.3 Objectives, Set Goals and Means

It was seen as illuminating, to give examples of the kind of objectives, goals, means, set by the organizations, in working towards achieving conflict transformation and peace building. 10 organizations were chosen, to highlight the conceptual frames and approaches, that influence their programs formulation, under different context, (Annex 2). As it may be gathered from the annexed material, the main thrusts are on linking peace-making to facets of: human rights promotion, addressing the basic needs of communities under stress, satisfying development gaps in affected areas, empowering of communities through participation and partnership, advocacy and lobbying, training for capacity building, conducting studies and researches, publication and dissemination of information, and networking. These shall be later picked up and elaborated upon, under the chapter on approaches and methodologies, that are applied by the organizations.

2.2.4 Statutory Forms

All organizations have statutory structures, founded on regulatory laws, and operated by constituent bodies; and in that, NNGOs follow closely the registration requirements under HAC, SCOVA, or with the states ministries of social affairs.

The conditioning requirements tend to be the same: stated objectives, controlling laws, and by-laws, membership specifications, membership size (in the order of 30 persons), objectives projected into spotlight activities, a constituent assembly of all members, an executive committee elected by the general assembly, specialized offices within the executive committee, and specification of the sources of finance for spending on the organizations programs.

Operationalization modalities cover, at least one annual meeting of the constituent assembly to review the performance of the executive

committee, and the assigned offices, the budgetary situation, and the election of a new executive committee. This meeting is usually attended by a representative of the registration office; and on clearance of the above conditions, registration is ratified for a new one year term.

As a matter of fact, all organizations observe the get-go initial registration stage. Thereafter, the organizations tend to show different strengths in their enactment of their controlling laws, and in realizing their set-objectives. In the case of many organizations, the constituting members become aloof from the main body of activities of the organization, general assemblies are not convened in time, and the running of the organization affairs, becomes the responsibility of the executive office, and more so, of a few active members within the office. These short-comings, undermine the transparency of the organizations dealings, including the financial matters.

2.2.5 Staff Situation

The greater majority of NGOs, have permanent staff, and in that, almost all of the foreign NGOs, with no exception. As to national NGOs the situation differs, according to the size of the NGO and its work capacity; with a good number having some permanent staff on regular pay, or remunerated on piecework basis. Few of the CBOs follow permanent pay rolls, with the majority applying incentive payments. The response to the question, in the questionnaire, on the number of permanently employed staff was weak, except for foreign NGOs, which gave numbers of their staff.

Categorization of staff into: graduates, undergraduates and volunteers, working with the organizations, yielded the following numbers and percentages:

• Number organizations, which responded to the question on staff categorization, 48 - 48/54 = 88.88%

- Total staff reported 1448
- Graduate staff 417 = 28.80%
- Under graduate staff 577 = 39.85
- Volunteers 454 = 31.35
- Total 100.00%

- Graduate staff, with a segment having post graduate qualifications, acts as think tanks of the organizations, responsible for the planning, the management roles, the monitoring and evaluation and the networking of the activities of the organization.

- Undergraduate staff, including labourers, provide the technical services, and the field inputs in executing the programs.

- Volunteers, with a more intensive presence in national organizations, serve as assisting hands, in promoting the overall objectives of the organizations.

Classifying organizations according to staff size, we stand on the following picture:

Organizations with	No	Percentage
10 and less staff	5	9.43
11 – 20	10	18.87
21 – 50	13	24.53
51 – 100	3	5.66
100 +	22	41.51
		100.00

- Excepting a limited number of FNGOs, falling within the category of 100+, the staff size of NNGOs is proliferated by the large number of volunteers attracted by them.

- Largeness of staff goes with the funding available for the organization, weight of the programmes implemented and the size of the area of operation, mostly co-relating with the FNGOs.

2.2. 6. Specialization of Graduate Staff

This is seen as an essential parameter, in gauging the organizations preparedness, and their degree of professionalism, in working on the conflict resolution and peace building fields. The results obtained on analyzing the questionnaire data go as follows:

- Organizations that responded to the question on specializations were 36 - 36/54 66.66%

- 24 fields of graduates specialization were mentioned.

- Rated according to the weight of answers received gives the following picture:

Table (3) Rating Specializations

Specialization	No. Staff Reported	Percentage
1. Social Sciences/Sociology	19	14.84
2. Economics	11	8.59
3. Administration/Finance	11	8.59
4. Accounts	11	8.59
5. Law	10	7.81
6. Agriculture Natural Resources.	10	7.81
7. Health/Medical Care	6	4.69
8. Education	6	4.69
9. Project Planning/Management	5	3.91
10. Nutrition	5	3.91
11. Environment.	4	3.13
12. Media	3	2.34
13. Credit	3	2.34
14. Secretariat.	4	3.13
15. Psychology.	3	2.34
16. Peace Building/Conflict Resolution	3	2.34
17. Engineering.	3	2.34
18. Science/Technology	2	1.56
19. Rural/Community Development.	2	1.56
20. Veterinary Science	2	1.56
21. Translation.	2	1.56
22. Gender	1	0.78
23. Arts	1	0.78
24. Handicrafts.	1	0.78
Total	68	100.00

Some interpretation of the data carried by (Table 3) reveals a high logicability of the disciplines inventoried, for the fields of action of

NGOs are by essence developmental, with a high change/transformation thrusts. We observe from the data that:

- The socio-economic sciences reign high.
- Administration/Finance/Accounts, come next, as management mechanisms.
- Law, tallies well with the work of many organizations, on human rights and legal aid.
- The array of specializations 6,7,8,9,10,11 makes the substance of the developmental programs of most organizations.
- The remaining part of the list 15 to 24 is of supportive roles; while; the narrowness of gender, conflict/resolution and peace building, points to a weakness in the professional credibilities of organizations, in these fields.

2.2.7. Organizations Vitality on Conflict Resolution/Peace Making

The smallness of the staff, which is professionally, trained in conflict resolution/peace buildings, (Table 3) correlates weakly with the current efforts of the organizations in working on these fields, (Table 4)

Table (4) Fields, Organizations Contributing to Peace Building/Conflict Resolution.
(Organizations that gave answers as contributing to conflict resolution/peace building 47 - 47/54: 87.03)

Field	Number of Answers Giving	Percentage
Promotion/Awareness Building	42	13.35
Training	38	23.46
Action Programs (mostly developmental)	27	16.69
Researches/Studies	22	13.58
Co-ordination/Partnership	22	13.58
Legal aspects	11	6.79
Total	162	100.00

Table (5) Organizations Spread of Activities

Number Activities	Number of Organizations	Percentage
6 Activities	1	1.85
5 Activities	4	7.41
4 Activities	11	20.37
3 Activities	18	33.33
2 Activities	8	14.81
1 Activity	12	22.22
	54	100.00

2.3 Organizations Run Programs

Outside the programs that could be identified, as directly addressing conflict transformation and peace building, the activities pursued by most organizations are found to focus on developmental, rehabilitation and local situations adjustments; being implemented on populations suffering from the adversities of conflict, development gaps, or impoverishment of different kinds. From the organizations point of view, these programs are envisioned to be streamlining in the engendered efforts towards peace creation, and are inseparable and meshed into those programs that directly address conflict transformation and peace building. The outcome of the survey findings, on organizations programs, portrays the following areas of activities:

2.3.1 Conflict Resolution and Peace Building

- Advocacy.
- Awareness raising among all population segments.
- Awareness raising among women.
- Awareness building in area of landmines and small arms.
- Propagation of human rights.
- Provision of legal-aid services.
- Mitigation of local and tribal conflicts.

- Training for peace.
- Gender training.
- Convening of workshops, seminars.
- Conducting researches and studies
- Mobilization through fora and media
- Partnership and networking.

2.3.2. Livelihood

- Food production packages
- Distribution of agricultural inputs; seeds, implements, etc.
- Introduction of improved agricultural practices
- Provision of extension services.
- Organization of micro-finance and revolving funds services.
- Promotion of agro-processes.
- Livestock improvements through restocking and provision of veterinary care
- Poultry raising.
- Handicraft manufacturing.
- Early warning and information systems.
- Training in capacity building e.g. need assessment, organization and management, income generation, etc.

2.3.3. Education

- Rehabilitation and construction of schools.
- Upgrading of school environment.
- Fostering of girl's education.
- Provision of kindergartens.
- Provision of schools meals.
- Eradication of illiteracy.
- Teacher's training.

2.3.4. Health

- Rehabilitation of health facilities.
- Promotion of productive health.
- Running of environmental sanitation programs.
- Supporting vaccination campaigns.
- Organization of drug revolving funds.
- Training in midwifery.
- Awareness raising against HIV/AIDs and for combating bad habits.

2.3.5. Habitat

- Rehabilitation and provision of water supplies; water-yards, hafirs, dams, wells, hand pumps.
- Environmental conservation, through building environmental awareness, establishment of nurseries, tree planting, community forests, shelter belts, etc.
- Use of energy saving stoves.

2.3.6. Emergency/Relief

- Relocation and settlement development for IDPs.
- Provision of basic adjustment needs for IDPs, shelter, water supply, relief food, supplementary feeding and health care.
- Equipping IDPs, to venture developmental activities, in areas of food security and income generation.
- Adjustment of IDPs to transform into normal communities, through organization and capacity building.

2.4. Co-operation and Networking

There exists some cooperation with the sister organizations and other agencies. Some of the organization have succeeded in developing partnership with the groups with which they work, for 18 of the organizations surveyed, managed to form 314 CBOs, and run training programs for capacity building.

A closer look at the situation of co-operation revealed the following picture:

Table (6) Status of Co-operation among 15 Organizations

Organization	Co-operating Bodies
Babiker Badri Women Society	Ahfad University UN Agencies
Child's Right Watch	IRC SCF El Ribat University UN Agencies
3. IRC	Azza WOTOP SIDA SUDR FAR A. Lokita
4. Lokita Charitable Society	HAC MOE SCOVA IRC
5. SCOVA	UNICEF HAC
6. TYBA Development Consultancy Company	SNWR CSWNP Local NGOs and CBOS
7. Disaster Management and Refugee Studies Center	NNGOs U of K U of Juba UNDP
8. Fellowship for African Relief Far	TEAR FUND (UK) ADRA CARE IRC
9. Change for Peace and Development	HAC TYBA Gender Center
10. The Sudanese Association for Breast Feeding Action and Early Childhood Development	IBFAN NABA UNFPA Fredrich Abert
11. Nuba Women for Education and Development Association	Together for Peace SDA
12. Benevolent International Foundation	UNICEF WFP FAO UNHCR OXFAM NCA WHO UNOCHA
13. OXFAM UK	NNGOs FNGOs HAC
14. Azza	IRC Mutawinat Gender Center El Manar
15. Save the Children UK	All NGOs working under SFWC HAC

The above list could be extended, for half the organizations surveyed, indicated co-operating with some organizations/agencies. Facets of co-operation include funding, training, shared activities, conducting studies

and consultancy work, etc. This co-operation has not yet majored to networking, by engendering set-ups for that. However, the process of building networks is currently progressing through the efforts of the UNDP Peace Building Center, by organizing seminars, and designing schemes aiming at developing networks, brining together the concerned stakeholders.

2.5 Constraints to Work of NGOs/CBOs

A long array of constraints was listed by the organizations surveyed, presented under the following groupings:

2.5.1 Working Atmosphere

- Wrong perception of organization work, in many cases taken with suspicion.
- Constrictions caused by government and HAC policies.
- Instability of state policies.
- Discriminatory laws.
- Insecurity in many needy areas, causing inaccessibility.
- Government regulations, especially when working in conflict affected areas and the remote parts in general.
- Slow clearance of registration and travel permits.

2.5.2. Funding

- Poor funding, outside foreign support.
- Dependency on foreign support.
- Conditional external funding, which reduces opportunities for innovative work.
- Short term funding, beaurcracy of funding agencies, causing funding to be slow to materialize
- Fund limitations, for working on conflict resolution and peace building.

2.5.3. Facilities for work (for smaller organizations)

- Lack of premises.
- Lack of office equipment.
- Lack of transport.

2.5.4. Work Cadre

- Insufficient qualified cadre.
- Shortage of qualified volunteers.
- Poor backstopping.

2.5.5 Training

- Few training institutions.
- Irrelevant training.
- Lack of training packages in conflict resolution.

2.5.6. Co-ordination/Exchange of Information

- Weak mechanisms of co-ordination with relevant bodies.
- Weak systems of exchange of information.

2.5.7. Miscellaneous

- Poor attitude towards development.
- Slow community participation, especially among IDPs.
- Problems of sustainability and ownership of interventions by IDPs.
- The effects of drought.
- Unencouraging macro-finance policies.

CHAPTER THREE

Approaches and Methods Applied in Conflict Resolution and Peace Building

3.1 General

Some exploration of the approaches and methods adopted in conflict resolution and peace building was highlighted in section (2-7)–Chapter 2. These, and others stood on during the field visits, shall be elaborated upon in this chapter. To come with an enlightened assessment of the vitality of the approaches in use, and how they can adequately address the problems at hand, it was thought as essential, to review first, the sources of conflict, as a platform against which, the effectiveness of the practiced resolution mechanisms can be measured.

3.2 Roots of Conflict

3.2.1 Political Differences

Fueled by whatever causes; ethnicity, cultural diversities, religious beliefs historical factors, inequity in access to wealth, development gaps, and enacted, atrocities, existing as latent forces, may burst any time, igniting, conflict, to a level of organized military action, storming peaceful co-existence. The South and the Nuba Mountains rebellion movements, are cases at hand.

The case of the Nuba Mts. bears many complexities that, intricately feed into each other, as the underlying causes behind conflict. The theories mentioned, revolved around the historical factor, in the relationship between the Nuba and the Baggara groups, political agitation against northern domination by certain Nuba political figures, organization of Baggara militia by one of the national political parties at some time, and inequitable agricultural development, expropriating local lands in favour of the northern investors. Mixed as they look, all lead to rebellion and taking of arms.

3.2.3 Development Gaps

For different reasons: remoteness and isolation of certain areas, weaknesses of the economic bases of others, government policies differentiation, sliminess of investment resources, poor infrastructure, and the related factors; there have been created eminent development disparities, between the different parts of the country. With exposure to modern ways of life, aspiration gaps have built up in people, especially the enlightened elements, precipitating symptoms of psychosocial unrest, with growing feelings of alienation. This has resulted in dissatisfaction with the local life conditions, and flight of the population to the more developed parts of the country.

The South underdevelopment does not need proof, judged on any the progress parameters. Yet, living underdevelopment could be sustained, if hope is seen in serious efforts to address the problem. The 10 years following the conclusion of the Addis Ababa Agreement, 1973-1983, had proven the soundness of adopting development strategies in creating peace, which was enjoyed by the country, as a direct effect of the concentrated efforts, made nationally, and by the international community, towards the development of the South.

3.2.4 Planning Inadequacies

A good part of the above repercussions relates to poor economic and physical planning. Of the latter, the country has not to date a land use map that directs access to land resources, under the different production systems. The kind of planning practiced is sectoral, adhoc and lacks durability. In many of the traditional farming areas, things on the surface may seem to be calm and equable, yet there are inevitable subterranean earthquakes that might erupt any time. Examples we might point out are the deprivation of the local communities of their once held land resources, witnessed across the rich rain-fed clay plains of central Sudan. Here, the once traditionally used lands, have been expropriated for the big tractor farmers. With the interplay of other factors, much of the Nuba

Mountains and Southern Blue Nile conflicts, have their roots in the marginalization of the local communities; through the adoption of an inequitable farming model of development.

Planning as a scientific tool of development is characteristically weak in the Sudan at all geographic levels, with the mono-dominance of the economist. Interdisciplinary approaches are barely observed in planning exercises. The outcome is spatial and functionary gaps in effecting development, resulting in regional disparities. The negligence of the traditional sector, holding 60% of the country's population, and substantially contributing to the GNP, is not new to mention, for a number of nationally initiated studies addressed this discrepancy, without rectification of the situation. Taking the expansion of mechanized farming, as an example at hand, the areas developed (estimated at 42 million feddan) went on the main, to the financially able segment in the society. This led to negative effects, including adopting an inequitable model, of development, taking the land from the local users, more marginalization of the poorer elements, and building of dissatisfaction on the division of wealth.

3.2.5 Impacts of Land Degradation, Desertificaton and Droughts.

Related to the absence of land use planning, mal-farming, uncontrolled animal use of range lands, and drought occurrence, the semi-arid eco-systems, predominating the northern one third of the country, have been subjected to heavy land degradation and continued desertification. The outcomes are appalling adversities of eco-systems instability, drop in production levels; with magnification of food gaps, confusion of the annual nomads migration cycles, uprooting and out - migration of settled populations, collapse of local economies, shrinkage of tax revenues, inability to run and spend on social services, and many of the likes. The lived conflicts in Darfur, with intermittent occurrences in North Kordofan for example, boil down to strgencies, caused by competition over resources.

3.3 A Conceptualization Gap

Projecting the above problems on the current practices adopted by NGOs and CBOs, in resolving conflict questions, lend the following observations:

- NGOs/CBOs act on the end of the chain effects of conflict, on the symptomatic side, exemplified in their heavy working with IDPs.
- Concentration of their efforts on affected areas, running fire-brigade kinds of programs, characteristically of regular type of development, if reduced to implementation under normal situations.
- A general weakness of working on protective peace, by projecting situations brine to conflict occurrence and preparing for the mobilization of available means for suppressing their flaring up at the right time.

An interesting case we came across in the survey conducted in South Kordofan, and which combines elements of the above three points, is a conflict between two Baggara pastoral groups from Messeriya and Beni Helba tribes, and the mechanized farmers in the area. Both pastoral groups are foreign to the area, accommodated there before 20 years, according to a certain tribal arrangement. Briefly after entering there, mechanized farming took roots, and expanded to reach at present 340 thousand feddan. An eminent conflict spread between the two users, fueled by a shortage in grazing resources, with the herders, armed with modern weapons, deliberately entering their cattle into the agricultural schemes, damaging the sorghum crop. 200 incidences of encroachment were registered with the police during last year, with 2 cases of killing of scheme owners. Both pastoral groups are prepared to compensate for scheme damage by paying blood money, for each party organized what has come to be known among them as the *evil fund* raised from 1-2 head of cattle donation by each H/H, with the stock herded together to meet any eventuality. In discussing the conflict with the elders from the two tribes, they blamed themselves for its occurrence, however commented that, their young men no longer listen to the advice of the parents. Committees from the scheme owners and the pastorals were founded, but failed to resolve the conflict. On the other hand, the native administration proved to be weak, with no powers and facilities to interfere, while the police lack the adequate means to take effective action. This is a case inviting intervention by NGOs on many premises, such as, the land use conflict, the loosening of the control of parents over their children, the spread and use of fire arms, the calculated intention from the side of the pastorals to encroach on others' property, the decay of the power of the native administration, and the slowness of action by the police.

It could be easily argued, that the level of problems discussed under the root causes of conflict, are actually part of the underdevelopment of Sudan, and their scope of solution is beyond the resources available to the

NGOs/CBOs and the UNDP Peace Building Center. This is true to a great extent. Yet their mention, points to a conceptualization gap in the tackling of the conflict resolution and peace making questions.

The situation invites, for a definition of contexts in which conflict is to be addressed, and what to take of the macro-issues to streamline in the current micro peace-making efforts. This document adopts a middle course, of addressing the macro-problems in as far as they affect the local situations; and at the same time, endorse the approaches and methods, adopted by the organizations, in their attempts to adjust the affected populations to normal situations. Of the latter we highlight the following approaches and methods.

3.4 Approaches and Methods

3.4.1 Regular Programs

The majority of NGOs/CBOs, run programs of community basic needs support nature. Under acute situations of distress, like in IDPs Camps (Khartoum and other major towns) or peace villages (South Kordofan), the programs interventions are staged, to address first, basic rehabilitation activities, of meeting food shortage through relief assistance, provision of shelter, water supply, and health care. With the adjustment phase achieved, the programs turn to incremental rural development inputs, in areas, for example, of agricultural improvements, creation of employment opportunities, upgrading of social services etc. This second phase is usually found to cover communities under affected zones, or initially identified as in need of development assistance. With narrow exceptions, all FNGOs with their created CBOs, working in the different parts of country are engaged in regular programs.

Outside the NGOs efforts, mention is to be made of the government contribution towards peace building, demonstrated by the programs implemented by the Peace and Development Commission in South

Kordofan, (also in other areas) which succeeded through the last 10 years, to bring into existence, around 30 peace villages, of displaced war affected populations, taking them from the stress stage, into a normal life situation.

3.4.2. Conflict Resolution Peace Building Processes

NGOs/CBOs, usually apply, with variance, the practiced change development approaches, using different survey/ research methods, for the generation of baseline data, and conducting situation analyses and need assessment studies. Based on the findings of these exercises, intervention programs are formulated, according to the area of specialization of each organization, with the application of bottom-up partcipative modalities in implementation. What level of adequacy the application of the above methods is actually taking place, needs to be assessed for each organization. However, accounting for individual organization approaches, looks cumbersome, and falls beyond the terms of reference of the assignment. Going back to annex 2 of the report, on objectives, goals and means of 10 chosen organizations reveals some of the approaches applied. For adequate coverage, additional organizations shall be exposed, with emphasis on approaches, and methods used. Based on the two sets of data, a summation of thrusts and approaches apply shall be attempted.

3.4.3.1 Save the Children U.S.A. Kadugli

Apart from its regularly run development activities, it executed through a grant from the British embassy a programme of rehabilitation of 200 IDPs families. The families, of different ethnic backgrounds and areas of origin, entered the government-controlled area in a dilapidated situation. Their relocation entailed preparatory work involving assimilation as a group sharing similar interests, organization them under common representation, securing of land on 25 years lease from a local group, and

thereafter rehabilitation, applying developmental change techniques. According to SCF reporting, the experiment was successful, transforming the families to a normal life, with good neighborly village relations.

3.4.3.2 Badyia:

It has a head office at Khartoum, with a main office at Dilling and representative committees in some of the rural centers. The organization concentrates on the spreading of the peace culture among the different ethnic groups, through organizing forums and running awareness campaigns, using different approaches: public talks, holding of workshops and seminars, and applying popular extension methods through organizing life theatre, folklore shows, local songs and dances, etc.

Its activities go beyond the above mentioned, to include, running of a school for parentless children, production of background literature on conflict resolution, and extending financial support to Dilling Peace Building Center to organize activities on conflict and peace.

3.4.3.3 University of Dilling Peace Building Centre:

Established 1995, with the objectives of working on conflict mitigation, training in conflict resolution and peace building, and spreading of peace culture. The center has a building in Dilling University, run by 3 persons and possesses the basic facilities for work; with its running budget coming from Dilling University, plus donations from different sources. The center has succeeded in organizing 10 seminars/workshops on:

i.   Effect of war on education in South Kordofan (held in Khartoum), 1998.

ii.   Spreading of peace culture in South Kordofan, 2000.

iii.   Role of women in peace and development, 2000.

iv.   On peaceful co-existence, 2000.

v.   Impact of peace on securing petroleum installations, 2000.

time, they managed to co-exist as neighboring tribes. Eventualities of the war in the South, got them intermingled in the conflict, with bitterness and losses on both sides. In 2001, a local initiative, "of enough of warring", arising from the two groups, consolidated in the approach of "people to people peace", with the two factions getting themselves organized into a popular body (NDO), to promote peace in the area. The effort received the blessing of some donors, with programmes of rehabilitation of the area being drafted and implemented with the full participation of the two communities.

3.4.3.6 Resolution of Berti-Meidob Conflict (An adhoc CBO):

The case provides a demonstrative example of the work of an adhoc CBO, and the potential of institutionalizing such groups for resolving conflicts under North Darfur scene. The conflict took place in a village called Medo, inhabited by elements from Berti and Meidob tribes, instigated by a rivalry over the leadership of the village, boiling down to causalities from both sides. Some of the enlightened figures at El Fasher, and of different ethnic backgrounds, thought it as their duty to intervene in resolving the conflict. They approached the two parties, to secure the acceptance of their mediation, and on their own resources, they organized a trip to the village, where they were received well, and through a series of sessions they succeeded in reconciling the two groups. Oxfam entered into the situation, by providing a water-yard in the village to relieve the shortage of drinking water, which was one of the reasons that ignited the conflict. The incidence encouraged North Darfur State authorities to initiate forming such CBOs, at the provincial level, to assist in resolving local conflicts.

3.4.3.7 Human Rights Group:

Registered in 2001, to serve human rights in areas of:

- Extending awareness about human rights among people.

- Provision of legal aid.

- Checking of discrimination against women.

- Environmental enhancement.

The organization receives financial support from the Sudanese Organization against Torture. Their approaches, in promoting the above objectives, include offering legal aid, through two offices one in Khartoum and the other in Darfur (with engagement in 48 cases at present), organization of public talks, started with university students and planning to reach the public at large, and in participating in training sessions.

3.4.3.8 Southern Women for peace:

Resolving conflicts among southerners at group and individual level, and between southerners and other ethnic factions, through enlightenment, spreading of peace culture and training. They extend their activities to South Sudan by forming CBOs, to work on the same issues.

3.5 Summation of the Thrusts and Approaches:

A summation of the thrust of actions, addressing conflict resolution and peace building, reveals a concentration on the following:

- Spreading of peace culture.

- Reducing barriers between the affected groups.

- Encouraging people to people peace making, the Abyei example.

- Promoting understanding and advocacy.

- Encouragement of self-initiated activities.

- Integration of peace into other interventions.

- Vitalization of the work of human rights groups.

- Maximization of women involvement in peace building.

- Training for capacity building.

The mechanisms used in achieving under the above umbrellas are categorically related, cutting and crossing on the different activities. The thresholds cover:

- Providing opportunities for dialoguing, to build understanding on common issues, through organization of meetings, seminars. workshops, etc.
- Exchange of experiences, through visits between the war affected groups.
- Mobilization through sport and cultural activities (music, drama, public rallies, popular celebrations, and the use of media).
- Encouragement of the engagement of special groups in peace-making efforts, like local parliament members, and children miniature parliaments.
- Co-opting the efforts of influential figures in the community, like traditional leaders, members of the political bureau, civil servants, schoolteachers, etc.
- Training of the different segments whose work relates to the enactment of the law, judges, lawyers, police and prison officers, social workers etc. on human rights.
- Training of trainers, inside and outside the country.
- Using common fears and concerns, like poverty and HIV/AIDs, as substance media for resolving conflicts.
- Working closely with donors on fund raising, for supporting activities of interest.
- Creating partnership with beneficiary's communities (including the founding of CBOs), and collaboration with sister organizations to sustain activities.
- Formation of fora as platforms for exchange of experiences.

- Opening windows on conflicts resolution and peace building, for gaining experience and networking, through participating in regional and international gatherings.
- Conducting of researches and studies, with publication and dissemination of results

The strengths of the above approaches and methods differ across the different organizations.

CHAPTER FOUR

Conclusions and Recommendations

This last chapter highlights the conclusions and recommendations reached by the study. Under conclusions, some space shall be devoted, to the lessons learned from the visits made to South Kordofan and North Darfur States.

4.1 Conclusions

4.1.1 Work Atmosphere

The effectiveness of organizations, as facilitators, towards the achievement of nationally identified development objectives, is very much related to the government stand on the issues of civil rights, and its look to the citizen, as partner in the progress of the country. These are tied to the degree democracy is being pursued as the system of rule. It falls on the government, to bring people to work towards common goals, which is not the responsibility of NGOs and CBOs. Within this formula, we cite serious omissions that drastically affect the work of NGOs/CBOs:

- NGOs/CBOs are small, scattered, of very specialized interests, facing competition, and suffering sustainability.
- Obscurity of their image in the public eye.
- Non-asidedness by the government, for often being viewed with suspicion, mounting in some cases to interference, which reduces their effectiveness.

The government on its side, seems to have no well-worked out policies, on the involvement of the organizations. Yes, they are accepted, and of late, encouraged to offer their input; however, the relationship is more of a mechanical kind, to fill gaps in areas where the government resources are short of reaching certain populations. When it comes to the peace side, the government concentration is on the political agenda, and on the rendering of adjustment programs to the affected populations; for the

previously narrated approaches and methods on conflict resolution and peace building, are barely adopted by the government institutions, and more held as of the workings of NGOs and CBOs.

4.1.2 Finance Situation

NGOs/CBOs suffer unsteady access to finances, which curtails their long term development, for :

- They depend on donor's funds, hence competition overshadows the relationship between them, leading sometimes to sharpening their conflicting interests.

- Donors on their side, are selective in their employment of organizations resources, usually picking the most suited to the activity at hand, and since the latter is donor-oriented, the links developed are causal, and as such, not availing many organizations long term financial security.

4.1.3 Co-ordination by HAC.

HAC, being a centrally created body, with offices in most states, assumes the responsibility of co-ordination of the work of the different NGOs/CBOs. HAC views its role as rendering the following services:

- Acquisition of adequate knowledge of NGOs/CBOs programs.
- Interminable follow-up of their activities.
- Systematic information, about their achievements.

These functions might be commandable by HAC, however there seems to be difficulties in other facets of its work, like in:

- What information HAC could avail for NGOs/CBOs.
- Knowledge about the facilities available to NGOs/CBOs, in conducting their work; budget, office and transport facilities.
- Staff to do the job, and degree of competence.
- Mechanisms for collaboration; co-ordination of programs.
- Status of publication and dissemination of information.

4.1.4 Sharing Experiences and Knowledge

NGOs/CBOs not very often come to visit each other. Part of this goes to the fact that, they are of varied interests, self-founded, lacking in facilities for work, very much adopting a survival strategy, within a competitive atmosphere; hence it is not excepted of them to think wholistically. They are supposedly well informed about the local situations in which they work. However, the information they generate is locked for their own use. Also, research information is blocked to common use, for being prepared for the requirement of a specific donor, answering specific needs. The outcome is a weak sharing of experiences and exchange of knowledge.

4.1.5 Collaboration between Different Stakeholders

NGOs/CBOs are from a broad spectrum of backgrounds. Excepting Khartoum, with a high concentration, their thin presence in the states, with the currently weak, unstructured and adhoc linkages, do not encourage working together. The few networks that exist are more of Khartoum based, with collaboration needing to be extended to cover the different development organizations. With NGOs/CBOs and the development community, collaboration needs to have two more elements, the government, and the beneficiaries, as partners.

4.1.6 A Research Gap

Generally, the levels of social analysis with NGOs/CBOs tend to be weak. Most of their documentation is heavily loaded with project plans proposals (usually prepared for donors) work progress reporting, and casually some M&E reports. As a result, NGOs/CBOs projects lack adequate research inputs, since they are in a hurry to found and implement projects. The data usually used is of broad application, and often not addressing specific contexts, lacking in situational analysis; and with very little grassroots involvement; a reflection of inadequate socio-economic research.

4.1.7 Training

With the exception of a few run professional courses, and in a limited number of fields, the training practiced on conflict resolution and peace building tends to be of general nature, and based on narrow experiences and self-acquired knowledge; and as rated earlier under constraints is mostly is irrelevant. Coupled with that, is the unavailability of training material and reference documents. The absence of fresh research findings, on the conflict resolution questions, and under different contexts, renders the material in use as not substantially adding to knowledge. Many NGOs voiced their dissatisfaction with the run courses, as increasingly turning to be the monopoly of a few learned persons; conducted for profit gains, charging high fees, and deliberately parceled, to derive more gains.

4.1.8 Lessons from the Visits to South Kordofan and North Darfur States

The two visits have clearly revealed that, there are substantial gaps in the current work of both the organizations and the government, in addressing the conflict issues, to build peace in the two areas. A summary of findings from the visits, features out the following situations:

4.1.8.1 A Small Number of Operating NGOs/CBOs

The organizations operating in the two areas * are limited in number, a handful in each state, and mostly dominated by FNGOs. Those NNGOs, whose names appeared in the inventory prepared by the UNDP Peace Building Center, proved to have had casual engagements in the two states, in capacities of conducting some work assignments for FNGOs, or drawn there on adhoc tasks.

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*- South Kordofan State: SCF-USA, CARE, FAR, IRC, UNICEF, Dilling University Peace Building Studies Center, Badiya and Nuba Women Peace Groups.

North Darfur State: OXFAM UK., SCF UK., Intermediate Technology Group, UNICEF, El Fasher University Peace Building Studies Center, Wadi Hawar Popular Organizations, Umm Juma Women Society.

4.1.8.2   Concentration on Regular Programs

The main thrust of activities of most NGOs/CBOs is on regular development programs, with a specificity of working among the war affected populations, in some parts of South Kordofan. All NGOs view their work as fostering peace in the two states, by rendering services to communities in need of development assistance, hence aiding in stabilizing conditions at grassroots level.

4.1.8.3   Activities Related to Peace-Making:

The ones spotted, covered:

- Relocation of communities of IDPs by SCF-USA and FAR; also not forgetting the substantial input of 30 created villages by the Government, through the Development and Peace Commission.
- Conducting awareness campaigns on landmines and small arms, by a branch of SCF-USA.
- Convening of 12 seminars, with different audiences, on the spreading of peace culture, by the Dilling University Peace Studies Center; which also produces a bi-annual magazine on peace issues.
- Organization by Badiya of popular gatherings, for the spreading of peace culture among different ethnic groups, with the education of family-separated children, and the production of some publications:
- Resolving of a conflict between Berti and Mediob sub-groups, over water supply, at a place called Medo in North Darfur; with OXFAM stepping in improving on the water supply situation.

All NGOs admitted that they gave little attention to streamlining peace initiatives in their projects formulation; a gap they shall address in future. IRC and FAR have already entered into a joint program for promoting peace in South Kordofan.

4.1.8.4   Co-ordination of NGOs/CBOs Work

This was exercised in South Kordofan, by the Development and Peace Commission, up to the beginning of this year, when HAC stepped in and assumed responsibilities from an office in Kadugli, with co-ordinators for the 4 provinces, appointed from the local provincial staff. In North Darfur, the co-ordination is done through a steering committee, constituted of key ministries representatives, and chaired by the chief of the planning department of the ministry of finance.

In both states, and in absence of states formulated regional plans of development, the programs implemented by NGOs are initially self-formulated, subjected to amendments, here and there, by the co-ordinating bodies. Hence, the thrust of discussions and reviewals, at the co-ordination meetings, is on the progress of implementation of the programs documents, initially submitted by the NGOs. Arising from that, the role of the two co-ordinating bodies, is more of a clearing house of the works of the NGOs/CBOs. With the eminent weaknesses, in streamlining conflict resolution and peace building in the states plans, it is difficult to speak of aligning these interests in NGOs/CBOs activities.

4.1.8.5   The Situation under the Cease-Fire Agreement.

The government of Sudan and SPLA Nuba Mountains, signed a cease-fire agreement, which expired last June. How far, both sides, have exploited this opportunity for fostering the peace efforts, was a question put to the political bureau of the governing party; with the answer received, stressing a growing attitude towards denouncing the war (claimed to be held also by the other side), with observed accessibility to some parts of the state which were under warfare, and the renewing of activities in some mechanized farming areas, that have long been deserted, due to the war. The only move, that attempted initiating contact between the two sides, was the launching of an organized visit, by a

delegation of popular figures representing the state people, to the rebel side. There, they were well received; with their mission concluding in celebrations. This accounting points to unorganized action towards promoting peace, hopefully to be rectified in future, with the extension of the agreement, by adopting more substantial measures.

4.1.8.6 Pressing Issues

Going back to the previously given exposition on the root causes of conflict, projected against the current efforts of addressing conflict transformation/peace making, invites working on the cited problems, seen as creating many complexities. Since, up to date data is non-existent on these problems, fact finding on them, through conducting researches and studies, is to be accorded priority. The areas singled out for studying include:

- Land uses and access to resources.
- Ethnicity and its impact on conflict.
- Government and sharing of people in power.
- Pastoralism and the changes that had taken place.
- Native administration and the transformations encountered.
- Regional politics and the role of the tribal elite.
- Land degradation/desertification and their effects on the stability of local systems and populations.

4.2 Recommendations

4.2.1 NGOs/CBOs Proposed Solutions to Constraints

The solutions proposed by NGOs/CBOs to the constraints, summarized in chapter two, are endorsed by the study as recommendations.

4.2.1.1 Work Atmosphere

- Encourage formulation of strategies, that co-ordinate the work of the organizations with the government.
- Advocacy to strengthen government support to organizations.

- Design flexible programs to accommodate government priorities:
- Reduce red tape on work of organizations, from the side of the government controlling institutions.
- Advocacy for lobbying and legislative reform.

4.2.1.2 Funding

- Train in proposal preparation for fund raising.
- Attract more external funds.
- Diversify donor's funding.
- Develop mechanisms, for internal fund raising from different sources.
- Create income generating NGOs/CBOs

4.2.1.3 Work Cadre/Training

- Conduct capacity assessment of the organizations working on training.
- Promote staff capacities through internal and external training.
- Train in awareness, advocacy and lobbying, on human rights, conflict resolution and peace building.
- Create NGOs/CBOs forum to improve on performance for capacity building.
- Establish a gender, women and child human rights center.
- Avail funds for training.

4.2.1.4 Facilities for Work

- Respond to small organizations needs, in areas of work facilities, offices, equipment and transport.

4.2.1.5 Co-ordination/Exchange of Information:

- Develop networking/co-ordination modalities at different levels.
- Strengthen partnership with government and local communities, to promote ownership.
- Streamline conflict resolution and peace building into project formulation for comprehensive treatment.
- Promote research, publications and exchange of information.

4.3   Expounding on the above Recommendations

In frame of the above, the following specific recommendations are made, with emphasis on operational modalities.

4.3.1   Advocacy, for Enhancement of Government-NGOs/CBOs Working Relationship

HAC is to be encouraged to organize a forum, within which to discuss issues on regular basis, and develop familiarity between the stakeholders. The forum is to target allocation of responsibilities between the different parties involved. Formation of a steering committee might be looked into, to run the activities of the forum, with fora of different bodies, with laision through central and regional committees, and a task force of organizing secretary. Of the first issues, the forum would look into, is the drafting of a plan of action for institutional collaboration.

4.3.2. NGOs/CBOs Working Together

Of the first steps towards that, is the preparation of a well informing NGOs/CBOs directory, which is to be put to a wide dissemination, to familiarize the organizations with each other; with the creation of networking, which shall serve several objectives:

- To identify strengths and weaknesses amongst NGOs/CBOs, in areas of conceptualization, planning, implementation, and monitoring of activities, and how to address border areas for complementarity.
- To explore constraints, which limit working together, in realizing common goals-within NGOs/CBOs, and the development community.
- To suggest a scheme for collaboration, and what steps to be taken, to make it materialize, to achieve more partnership.
- To enable sharing of information, experiences and knowledge, through familiarization of organizations with the work of each other-exposure to each other.

- The above is to be achieved at three levels, nationally, between NGOs working in same area-or state, and at the sub-regional level.

4.3.3 Proposed Studies:

It is suggested that the Peace Building Centre contract the following studies to capable consultants:

4.3.3. 1. Reviewing of Organizations Funding

To be launched, on NGOs/CBOs current funding; sources, size, flow and impact on the work of the organizations. The study is to come with recommendations, on how to improve on the funding situation.

4.3.4. 2. Training

By reviewing the capacities of existing training bodies, in terms of training contents, qualifications of training cadres, the facilities for training, and the incurred costs. Different options for strengthening training are to be looked into, such as supporting certain institutions (like NGOs practicing training, or centers specialized in training) or encouraging the creation of new set-ups to fill the gaps.

2.3.3.3 Research and Studies

Research and studies findings are essential for illuminating on the macro problems previously identified under the root causes of conflict. The kind of research to be encouraged is applied, problem-solving, rather than basic research.

2.3.3.4 Documentation/Dissemination Center

Preparation of a working paper on the establishment of a center with the above functions; for no center exists at present, that can be referred to for research results; while dissemination is very poor. Large bodies of data are available, but of dubious value, which calls for an effort towards their systematization. The center would have the functions of building knowledge, from the works of the different bodies, and of availing findings to users, by dissemination, through the various forms of media.

The outcomes of the above studies need to be exposed to wide discussions, with participation of the different stakeholders, for sharing of knowledge and concluding of results to guide future activities.

Annex (1): Terms of Reference for Capacity Needs Assessments for Grassroots Organizations.

1. Background:

The increasing public awareness about the war and its negative impact in terms of human and financial resources encouraged the involvement of numerous groups in peace building. Since the 1990s there have been many groups and peace initiatives in the Sudan. There is however a concern that many of these organizations/groups do not have the appropriate skills and training to do the peace building work effectively, especially grassroots organizations.

UNDP, which has been supporting peace initiatives in the Sudan, at the national (north- south war) level, has developed a new project to support the peace building efforts of grassroots organizations. One strategy envisaged in the project, for rendering that support, is strengthening the capacity of organizations and groups involved in conflict resolution/transformation and peace building. The strategy will include the identification and analysis of conflict resolution/ transformation approaches and methodogies applied by various institutions both in Sudan and abroad, as well as the identification of best practices relevant to Sudan's context.

Within the country a capacity needs assessment of organizations involved in CR/T and peace building will be carried out, and as many best practices as possible will be collected and documented. A comprehensive training program will be produced based on the need assessment and best practices. Indeed some of the organizations have already approached UNDP for capacity assessment.

2. Purpose of TOR

The purpose of the terms reference is to guide the consultant in conducting a capacity needs assessment for the grassroots organizations

dealing with Conflict Resolution/ Transformation and Peace building. The main objective is to determine the current capacity of each organization and assess areas that need to be strengthened to enable the organization realizes its peace building objectives.

3. Methodology

The consultant will be appointed and he/she will do a thorough and detailed survey on peace building organizations. Taking into consideration that there are many organizations and that he/she will try to reach as many as he/she can. He/she will distribute well-designed questionnaires that ill contain the information sought by the Peace building team to different organizations. He/she will also apply focused interviews with leaders of various organizations. He/she will hold discussions with some International Non- government organizations that have links with local organizations. These International organizations may provide valuable information with regard to what the shortcomings and constraints of local organizations are.

4. Tasks

The consultant shall be responsible for carrying out, among others, the following tasks:

- To identify different organizations involved in peace building work especially at the grassroots and the kind of activities they are engaged in.
- To analyze the conflict resolution/ transformation approaches and methodologies applied by those organizations and institutions.
- To collect as much conflict transformation best practices as available from the organizations and institutions.
- To assess the current conflict transformation and peace building capacity of each organization and determine areas that need to be strengthened, if there are any.

- To make recommendations to the peace building team on how best to address the capacity strengthening needs identified.

5. Timeframe

The survey is expected to last for three months covering the period March 2002 to May 2002 inclusive.

6. Qualifications

The ideal profile of the consultant should include:

- An advanced University degree in social sciences.
- An extensive field experience in Conflict Transformation/ Resolution and Peace building programmes.
- Proven experience in capacity building needs assessment surveys, especially, in the grassroots organizations.
- An in–depth knowledge and understanding of the political dynamics of Sudan.
- Demonstrated analytical skills and report writing.
- Excellent command of English, both spoken and written.
- Computer literacy.
- Ability to travel in remote areas of the Sudan.

7. Remuneration

Consultant fees will be according to qualification and experience based on UNDP procedures and regulations.

Annex (2) Objectives, Goals and Means of 10 Chosen Organizations.

1. The Sudanese Center for Comparative Human Rights Studies

- The center advocates the teaching of human rights for the purpose of promoting these rights, in accordance with the global belief in human rights, which is a historical product, found in all moral documents, holly books, and in past customs and traditions; and in accordance with the United Nation Declaration of Human Rights.

- The center organizes seminars, workshops and lectures on questions of human rights, and participates in any related seminary activities, inside and outside the country, in co-operation with similar non-governmental organizations.

- The center offers advice and services to researchers, in the field of human rights through the center library.

- The center also publishes researches and studies conducted in the area of human rights.

2. Child Rights Watch (CRW)

CRW was created in 1998, and has as its main objectives, the promotion of the fullest possible implementation of the UN Convention on the Rights of Child in the Sudan. CRW adopts the following broad objectives:

- Promoting awareness of the Convention and its applications to children's' lives, in all sectors of State and society.

- Providing advisory and capacity building support to the Government of Sudan, civil society organizations, the private sector and the international development community, in their efforts at implementing the Convention.

- Monitoring the extent to which, legislation, policy, and practice in the Sudan, comply with the principles and standards of the Convention.

- Developing practical strategies for implementation of the provisions of the Convention and engaging in project formulation, planning and implementation to protect children's rights.
- Promoting children's participation in decisions affecting their lives.
- Identifying mechanisms and examples, of good practices and compliance, with the principles and provisions of the Convention.
- Encouraging, through training and advocacy, all non-governmental organizations and development community at large, to give explicit support to the Convention, by adopting it as framework of activities that target or affect children.
- Developing and disseminating indigenous cultural constituted articulations of the Convention, to make accessible to the diverse populations of the Sudan.

3. Amal

Amal was established in 1984, to fulfill the following objectives:
- To promote child welfare through direct and indirect interventions, and encourage social welfare institution to follow suit.
- To give the most priority to dissemination and implementation of the Child Rights Convention, through awareness campaigns, lobbying and advocacy.
- To assist children under difficult circumstances, by providing child care services.
- To provide and encourage preventive measures for vulnerable children in poor communities.
- To empower local and marginalized communities, through awareness campaigns, organization and anti-poverty programs, to achieve economic and social stability.

- To develop children cultural aspects, through skills promotion and capacity building.

4. Mutawinat Benevolent Company (MBC)

The idea behind the establishment of (MBC) is to satisfy the needs of Sudanese Women and Children, in concern of their rights (particularly legal and socio-economic rights) with emphasis on vulnerable groups (women and children in conflict situation - those in prison, displaced, refugees, women in low paid sectors, …etc.). The objectives are:

- Provide legal aid for women in general.
- Present women on discriminating suits.
- Launch a legal literacy campaign.
- Provide human rights education.
- Participation and communication in relevant activities, carried by other organizations.
- Make linkages between Sudanese women and their colleagues in Africa and all parts of the world.
- Conduct and publish different studies, and researches concerning women's development.
- Eradicate different harmful practices, through developing and implementing new strategies on these issues.

5. Sudanese Community Peace Forum

The overall objective of the forum is assisting the local community in different parts of Sudan, to contribute effectively in building sustainable peace countrywide. The specific objectives of the forum are:

- Promote the capacity of the Sudanese community, to play a significant role in peace building and conflict resolution.
- Enable grassroots community, political leaders and decision-making structures, to include peace in their agenda.

- Spread peace culture and awareness at the wider community levels and institutions.
- Lobby political parties, other civil society organizations and public opinion to foster peace as a national priority.
- Advocate and promote peace networking, among the different groups involved in conflict resolution and peace building in Sudan and the Horn of Africa.
- Curricula of basic education and response to peace culture.

6. Nuba Mountains Women Group

The group was established in 1996, and registered with HAC in 2000. It is based in Khartoum, with 5 branches in Nuba Mts. Provinces: Dilling, Kadugli, Rashad, Abu Gebeiha and Talodi.

Its mission and aim is promoting peace in the country, to stop the civil war, which added to the sufferings of the Nuba Mountains population in particular. The group is targeting the women who have been affected by displacement, poverty and instability, through:

- Participating in peace dialogue, and working among women to advocate the culture of peace.
- Training of women in conflict resolution, peace building, health education, and literacy and income generation.
- Spreading peace culture among children and women, by organization of workshops, seminars and awareness campaigns.
- Encouraging the voluntary return of uprooted population to the area.

7. Sudan Development Association (SDA)

Sudan is characterized by the preponderance of civil war, ethnic conflicts, droughts, and degradation of natural environment.

The consequence were poverty (92%) population mobility (displacement and refuge) family dislocation, women and children destitution and

increasing social differentiation. Creating a national indigenous organization, with the purpose of finding lasting solutions in field of development, led to the establishment of (SDA) in 1990. Its objectives cover:

- Empower the poor, with special focus on women, in both urban and rural communities.
- Initiate and promote feasible development models, and encourage replication of success projects.
- Raise/enhance the capacity of sister NGOs and CBOs, for better understanding of sustainable development.
- Conduct researches and studies, focusing on development issues.
- Enhance establishing of coherent MIS and Training Unit.
- Enhance networking among development advocates, practitioners and professionals.

8. Development Association for Rural Areas and Environment Protection (DARAEN)

DARAEN, officially registered under HAC, is operating in the war affected western Nuba Mountains of Southern Kordofan.

Conflict prevention begins and ends, with the promotion of human security and human development. Therefore, the primary mission, in the present circumstances is to ensure human security, through rehabilitation and prevention of conflict. To attain above objectives, the national and state governments must attach supreme importance to collaborative peace-making and preventive social action. (DARAEN) objectives emphasize:

- Rehabilitation and reconstruction, through preventive peace building.
- Sustainable livelihoods and poverty reduction.
- Training and capacity building.
- Strengthening of basic social services.
- Social awareness raising of basic rights.

9. International Rescue Committee (IRC) Sudan

The IRC started working in the Sudan in 1980, to provide health, water and sanitation services, to Ethiopian and Eriterian refugees. After 1994, IRC shifted its focus to emergency assistance, for the rapidly increasing numbers of internally displaced people within Sudan. IRC's ongoing programs for displaced people include:

- Comprehensive health programs.
- Reproductive health and community education in Umm Badda (Omdurman Province) and Wau (Bahr El Ghazal State).
- A development empowerment program, to promote the individual and collective capacities of women in the displaced camps of Khartoum and Wau, and shelter/sanitation programs for IDPs in Kassala, Umm Badda, Malakal and Ed Daein.

10. Development Initiative Group (DIG)

DIG is a training and consltancy firm registered in the Sudan 1997. It provides several sets of activities including:

- Training program
- Training support services.
- Consultation and technical assistance.
- Capacity building.
- Networking and exchange programs support services.

DIG activities in conflict resolution and peace building include:

- Developing module for assessment of traditional practices in conflict resolution.
- Field demonstration for conflict mapping.
- Training in conflict transformation and resolution.

NEEDS ASSESSMENT FOR GRASSROOTS ORGANIZATIONS PROJECT (SUD/01/004)

UNDP-PEACE BUILDING CENTRE

Questionnaire for Generation of Background Information on Organizations Working on Conflict Resolution-Peace Building.

1. Identification

1.1. Name of Organization. ....

1.2. Type of Organization.

1.2.1. NGO

1.2.2. CBO

1.2.3. Promotional Agency.

1.2.4. Co-ordination Agency.

1.2.5. Funding Agency

1.3. Date of Establishment of Organization ....

☐ ☐ ☐ ☐ ☐ ☐

1.4. Date of Engagement in Sudan ··························

1.5. Source of Funding. ··

1.6. Co-operating Agency(ies) ·································

2. Fields of Operation

3. (In what fields your organization is contributing to peace-making in Sudan?)

3.1. Promotional (awareness building)

3.2. Research/Studies

3.3. Organization/Management/Training of affected groups.

3.4. Co-ordination.

3.5. Legal Aspects.

3.6. Action Programmes

2.6.1. Which Focus: Community Overall ☐ Women ☐ Child

2.6.2. Emergency/Relief.

2.6.3. Livelihood Activities.

2.6.4. Health

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2.6.5. Education.

2.6.6. Illiteracy

2.6.6. Environmental

- Resources Conservation

- Maximization of access to resources.

- Mitigation of Conflict over resources

3.7.   Other activities not listed above

4. Organization Structure:

Give Organizational Chart
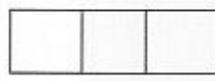
5. Working staff

5.1.   Number Permanently Employed: ☐ ☐

5.1.1. Number Graduate Staff

5.1.2. Main Fields of Specialization of Graduate Staff

....

....

....

5.1.3. Number Undergraduate Staff: ☐ ☐

5.2.   Number Voluntarily Engaged Persons

6. Geographic Areas of Operation

6.1.   Name of Area.   ....

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6.2. Date of Entry. ....

6.3. Number of CBOs Formed ....

6.4. Activities Implemented. ....

6.5. Size of Population Reached ....

7. Constraints

7.1. Main Constraints Facing Work of Organization

1. ....
2. ....
3. ....
4. ....

7.2. Proposed Solutions to Constraints:

Constraint
No.

1 ....

2. ....

3. ....
4. ....

8. Background Literature on Organization that can be made Available for the Study:

8.1. Constitutional Material. ☐

8.2. Organization Brochure ☐

8.3. Studies/Research/Assessments ☐

8.4. Project Proposal Format ☐

8.5. Projects Formulation Documents ☐

8.6. Training Manuals ☐

8.7. Monitoring Reports ☐

8.8. Other (specify) ☐

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Annex 4

Program of Field Visits

30.5.2002	: Departure Khartoum,-Kosti Umm Ruwaba
31.5-2.6	: Abbassiya-Abu Gebeiha
2.6-4.6	: Kadugli
4.6-5.6	: Dilling
5.6-6.6	: Dibbeibat
6.6-7.6	: Rigel El Fula
8.6.200	: Return to Khartoum
25.6.2002	: Khartoum-El Fasher
26.6.	: El Fasher
27.6.	: El Fasher
28.6.2002	: Return to Khartoum

Annex 5

List of Persons Met

Kosti:-   Salawa El Tayib-Mutawnat.

El Abbassiya:-   Mukhtar Adam Geili-Tegali Ameer

Mohamed Ibrahim Abbas - Director Mechanized Farming Abbasiya Area

Two Groups From Messeriya and Beni - Helba Pastoralists.

Kadugli:-   El Sadig El Nur - Program Co-Ordinator, SCF-USA.

Hafiz El Hag, Abd El Bagi Mohamed - Development and Peace Commission.

Mabil Dan - OCHA, Bentiu

Michael Majok - WFP El Obeid

Program Co-Ordinator - UNICEF.

Ali Hamid - Program Co-ordinator, CARE.

Mohamed Osman A/El Gadir - Director State Ministry of Agriculture and Animal Resources.

Salama Mohamed Adam-Director Animal Resources.

Haroun Mohamed Osman - Assistant Director Rain-Fed Agriculture.

Musa Mushabar - Director State Ministry Of Culture.

Adam Garout - Ministry of Finance and Planning.

Abdallah Kartokola Musa, Commissioner Development and Peace Commission.

Shakir Abdin Mohamed, Idris Omer El Nur, and Mohamed El Hazim Suliman - HAC

Mohi El Dein El Tom Hamid, Ali Gadoom Ali - National Conference Party.

Dilling:-   Nazar Mohamed Masha, Abdallah Mohamed Abdallah, Aisha Hassan Adam - Dilling University Peace Studies Center.

Ahamed Ibrahim El Asha Mohamed - Director Badiya Center.

Hassan Osman Mohamed - Program Co-ordinator SCF-USA

	El Zein Abbas Saeid - Program Coordinator IRC.
Dibbeibat:-	Hashim El Tayeb Mohamed Ali - Program Co-ordinator FAR.
Regel El Fula:-	His Exc. Daldoom El Khatim Ashgar - West Kordofan State
	Minister of Education and Acting Wali.
El Obeid:-	A/Rahaman El Khider - Hawa Society.
	Director Malysian Agricultural and Investment Company.
El Fasher:-	His Exc. Ibrahim Suliman, North Darfur State Wali.
	El Hadi Omer-Head Planning, and Co-ordinator NGOs
	Forum, Ministry of Planning.
	Commissioner Mellit Province.
	Hamid Abdalla, Ex-Local Govt. Officer.
	El Zein Suliman Bashir Sayer-Wadi Hawar Popular
	Organization.
	Ismail Adam Tahir - SCF-UK.
	Mohamed Sadig Suliman - Intermediate Technology Group.
	Program Coordinator - OXFAM-UK.
	Amina Omer Mohamed- Umm Juma Society.
Khartoum Based	Dr. Asha El Karib - Acord, Sudanese Women Civil Society
Organizations	Network for Peace.
	Dr. Hassan El Obeid - The Center for Humanitarian Affairs
	Resources Management, the Sudanese Compaign for Combating
	Landmines.
	Dr. Briscila Joseph – Southern Women for Peace.
	Zienab Balendia-Ruwia.
	Esta Koko Rahal_Nuba Mts. Women Group for Peace and
	Development.
	Omer Ishag- OXFAM - UK.
	Salwa Marhoum – OXFAM – UK.
	Edita Joseph – Women Training and Promotion Society.
	Elizabeth Deing – El Abbassiya Women Society.
	Akock – University of Juba Peace Building Center.
	Silas Suloro Jojo – Together for Peace
	Amir Mohamed Sulieman – Khartoum Center for Human Rights.
	Befrienders Coordinator.

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