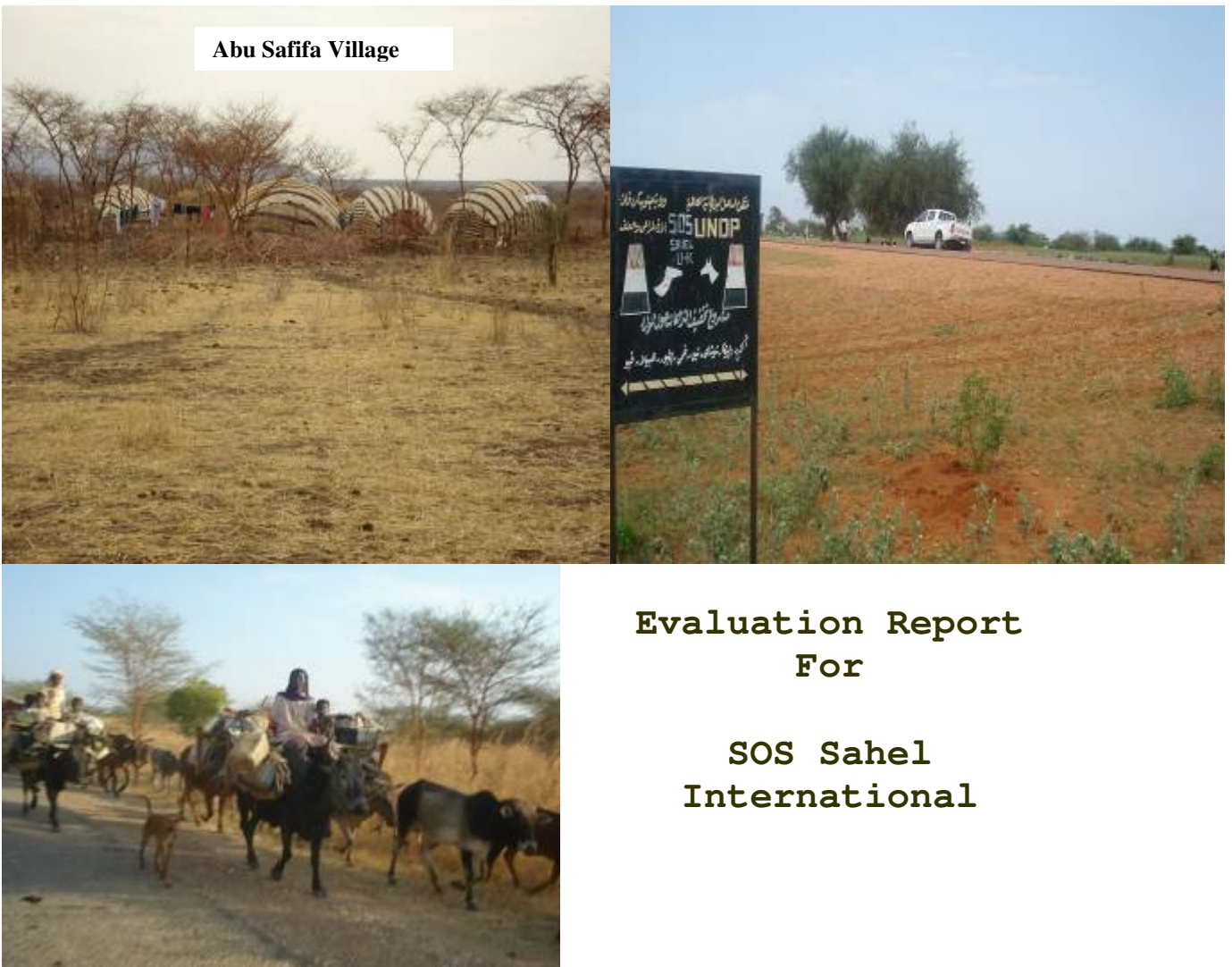


## **INCLUSIVE ENVIRONMENTAL MANAGEMENT TO REDUCE CONFLICT ALONG LIVESTOCK CORRIDORS IN SOUTH KORDOFAN STATE**

Abu Safifa Village



### **Evaluation Report For**

**SOS Sahel  
International**

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***Khartoum,***

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## **Executive Summary**

This report was based on a field work that was conducted in the South Kordofan state during the period of 5 – 15<sup>th</sup> March 2011, with the overall objective of evaluation SOS Sahel Project (Environmental Management to reduce conflict among livestock corridors in South Kordofan).

As stipulated in the TOR the participatory approach was employed for the generation of qualitative and quantitative data using the following techniques:

- i. Key informant interviews. These were one-on-one consultations with individuals who were directly involved in one or more aspects of the program to get their perspectives on the nature and scope of the program, implementation processes, partnership arrangements, intended results, and lessons learnt.
- ii. Meeting with deputy director general –ministry of agriculture, Farmers Union, Pastoralist Union, Extension Department, Department of Pasture, Water Corporation/WES and Native administration
- iii. Stakeholder interviews. These were interviews with relevant staff of national and strategic partners, groups and individuals who had a direct or indirect interest in the program or its evaluation.
- iv. Focus group discussions. These were group interviews with a small number of people selected for their knowledge or perspective on a specific aspect of the programme, such as gender mainstreaming that was convened to discuss the topic in an informal atmosphere.
- v. Using the above quantitative and qualitative data collection methods, questionnaire and check lists have been developed to address the areas of focus of the evaluation, including project relevance, effectiveness, efficiency, sustainability, implementation approach as well as lessons learned to inform future programme interventions in the State.

The overall objective of this evaluation is to assess the project achievements with regards to its overall objective of reducing conflict along the pastoral route, and in fulfilling its objectives and work plan. For the purpose of the evaluation and assessment some indicators have been used such as project relevance, efficiency, effectiveness, impact and achievement of results, sustainability. To assess the aforementioned parameters, in addition to the PRA tools used, the evaluation used short questionnaire. The evaluation found that:

**Relevance:** The project is highly relevant because it was in lined with State Government policy and the locality policy framework and community physical priorities. There is progress toward enhanced linkages and working relationships between the local government's administration and community structure in development and implementation of project

**Efficiency:** The nature of the Project activities is very sensitive and complex and overlapping, which was an inevitable situation given how the Project was configured. SOS Sahel started with supporting the on going activities as well as gaps. From a social service perspective (Water) the project has been implemented most efficiently to date and certainly left a visible 'peace dividend' by the end of the project. The planning, construction and management of the structures put in place generally has a substantial element of community involvement, which is good. However, there are

certain issues that need to be addressed including, lack of flexibility in response to differing situations means that opportunities to resolve certain local issues required

***Effectiveness:*** The process of corridor demarcation has been strongly supported and recognized by all actors, including nomadic and farming groups, as a necessary process important for securing and protecting nomadic mobility. The effectiveness of corridor demarcation in minimizing disputes and conflict between nomads and farmers has also been widely appreciated and stressed by nomads and farmers.

The effectiveness, viability and sustainability of the process are, however, under increasing pressures and stress. 89.3 % of the interviewed population was reported that the project in term of effectiveness contributed a lot to minimize the conflict between pastoralist and farmers in the targeted areas also the efficiency shown by community participation which is more effectively managed by the NGOs. Particularly in the provision of water services, they often facilitate local organizational development through, amongst others, village development committees. It is important to realize that, even where the activities implemented are considerable, the large areas where project implementation is taking place make it difficult to notice any visible changes in any particular area. The immediate impact perceived could be a result of training community structures whose members are in a better position as regards skills to help develop projects in collaboration with local authorities, the private sector and development agencies.

***Gender sensitivity:*** What is remarkable about the community involvement is the active participation of women in women's development related matters. This by all means is an excellent outcome of good work on women's empowerment and awareness. 78.6% of the respondents reported that the project benefited women directly in most of its interventions, gave equal importance to the involvement of women, and the interventions were appropriate enough to create access and control by women over the project resources.

***Sustainability:*** Generally the participation of local authorities and communities is principal for sustainability of the project anticipated results. Sustainability will primarily be achieved through the creation and consolidation of community structures and community members, community leaders and other local stakeholders. The project focused on ensuring the sustainability of interventions through a "learning-by-doing" approach. Although the project has faced many challenges but it was came many lessons learned, the major one that: The project approach clearly shows that there is a possibility to explore an appropriate development approach and modality for South Kordofan State, an issue that requires further analysis and/or appraisal. In other words, the experiences of the project need to be documented and disseminated widely.

## **SECTION ONE: INTRODUCTION**

### **1.1 INTRODUCTION**

This report was based on a field work that was conducted in the South Kordofan state during the period of 5 – 15<sup>th</sup> March 2011, with the overall objective of evaluation SOS Sahel Project (Environmental Management to reduce conflict among livestock corridors in South Kordofan). The specific objectives as stipulated in the attached TOR are:

- i. To develop more inclusive conflict reduction approaches that allow the voices of previously marginalized groups to be heard and taken seriously.
- ii. To empower community structures to plan natural access and management effectively and promote a culture of mediation and trust
- iii. To strengthen capacity within civil society-specifically with pastoralists and farmers to manage access to natural resources peacefully and thus to improve their livelihood.
- iv. To evaluate, write-up and disseminate the approach the approach that SOS Sahel has pioneered, for the benefit of civil society groups and local government addressing similar issues elsewhere in Sudan

### **1. 2. THE SCOPE OF THE EVALUATION**

It is against these results and the associated broad activities, this evaluation report sums up the key accomplishments against original plans throughout the project life. This report has been prepared primarily on the basis of the Project document, the Project logical framework, quarterly progress reports, annual reports and analysis made with the key Project beneficiaries, namely members of community structures, key informants, local authorities and some selected target communities. The main parameters used for the evaluation included project relevance, efficiency, effectiveness, sustainability, lessons learned and recommendations.

### **1. 3. METHODOLOGY**

As stipulated in the TOR the participatory approach was employed for the generation of qualitative data using the following techniques:

**i. Desk review:** A comprehensive desk review of available secondary information including relevant internal documents and literature availed by SOS Sahel was carried out. The desk review was intended to inform the study methodology and to chart the nature and genesis of the Project, its characteristics and institutional environment. Relevant data on the project was also reviewed and consulted. The review was also extended. Specific documents reviewed were: (i) Review of background documents. (ii) Project Document (iii) Annual reports (iv) workshops reports, (v) Assessment report.

#### **ii. PRA Methods:**

- a. Consultative meetings
- b. Individual interviews
- c. Group interviews
- d. Focused group discussions

- e. Participatory observation
- f. Short questionnaire

### iii. Questionnaire:

This evaluation was covered all the communities living along the Habil – Fayo corridor, namely Abu Safifa, Um hitan, and Habila communities. Visits to specific project sites (Abu Safifa, Um Hitan) were undertaken to validate and triangulate the information obtained from other sources. This was also useful to get the perspective of the project beneficiaries on programme processes and determine the extent to which they were participatory and human-rights-based approach. A sample of 56 questionnaires (Annex 3) were filled in Abu Safifa (53.6%) and Um Hitan (46.4%), segregated by gender as in the table (1)

<b>Table (1): respondents by gender</b>	
<b>Gender</b>	<b>Percent</b>
Male	82.1
Female	17.9
Total	100.0

In particular the following tools were used for data collection:

- vi. Key informant interviews. These were one-on-one consultations with individuals who were directly involved in one or more aspects of the program to get their perspectives on the nature and scope of the program, implementation processes, partnership arrangements, intended results, and lessons learnt.
- vii. Meeting with deputy director general –ministry of agriculture, Farmers Union, Pastoralist Union, Extension Department, Department of Range, Water Corporation and Native administration
- viii. Stakeholder interviews. These were interviews with relevant staff of national and strategic partners, groups and individuals who had a direct or indirect interest in the program or its evaluation.
- ix. Focus group discussions. These were group interviews with a small number of people selected for their knowledge or perspective on a specific aspect of the programme, such as gender mainstreaming that was convened to discuss the topic in an informal atmosphere.
- x. Using the above quantitative and qualitative data collection methods, questionnaire and check lists have been developed to address the areas of focus of the evaluation, including project relevance, effectiveness, efficiency, sustainability, implementation modality as well as lessons learned to inform future programme interventions in the State.

## SECTION TWO: PROJECT CONTEXT AND BACKGROUND

### 2.1 PROJECT CONTEXT:

Pastoralist systems in South Kordofan depend upon seasonal transhumance between southern dry-season and northern wet-season grazing through *maracheel* (livestock corridors). This requires a high degree of co-operation with other livelihood groups, particularly with settled farmers, to work. However, the institutional mechanisms which underpin this kind of co-operation have been severely weakened by two main factors:

1. The authority of traditional leaders over land allocation and the management of land-related conflict have been greatly reduced – in the north of Sudan by successive restructuring of local government and the changing attitudes of a younger generation, and in the south by the impact of the civil war, such as the replacement of customary courts with military tribunals.
2. More recently, the Land Commissions which are envisaged within the Comprehensive Peace Agreement (CPA) – at both Federal and State levels, including in Southern Kordofan – have not yet been fully constituted.

The combination of these two factors means that there is no coherent institutional framework in Sudan to deal with land issues, despite these being central to people's livelihoods, security, and sense of identity. At the same time, key national, non-state actors whose mandate is to act on behalf of pastoralists and farmers (such as the Pastoralist Union and Farmers Union) face significant challenges in terms of their ability to represent the interests of their local constituencies effectively.

Institutional capacity has been declining at the same time as social and environmental pressures on the natural resource base have been rising, driven by a growing population, the impact of drought and conflict, and expropriation of land. Prolonged drought leads camel herders to move their animals further south sooner in the year, thus increasing tensions with settled farmers; the movement of cattle herders has also been squeezed by the impact of the civil war, which undermined historical patterns of co-operation with southern Sudanese pastoral groups, and by the unplanned expansion of farming in the central belt.

The pastoralist communities in the whole state of South Kordofan in especial have to bear the consequences most, as they lost animals in great numbers. The delay in rainy season has also affected the normal movement of pastoralists from south to wet grazing area in north Kordofan (giving the fact that rain are much poorer in North Kordofan), as some pastoralists decided to stay in the boundary of the state without movement to wet grazing area. However, the rainfall quantity has improved in the entire state since August, which proves to be an indication of a good harvesting for farmers, which is better than last year. On the other hand, farmers in South Kordofan are very much concern about the early return of pastoralists from north (during harvesting time). The early return of pastoralists from North to South is regarded as an early warning indicator for increment of tension and conflict between pastoralists and farmers during harvest time (December/ January).

The corridor located in the Eastern Rural Locality which was established by the South Kordofan Governor resolution on 10/10/ 2007. It's located on eastern north Kadugli, the head quarter is 25 Km north Kadogli. The total population number is estimated a round 60000, the locality inhabited by various tribes, dominated by kiga tribe. The services were poor and uneven distributed. The locality lacked any records and information related to their villages, population, services, natural resources...etc. however with intensive interviews with the keys informant we captured almost an adequate data. The main two villages were surveyed are Um Hitan and Abu Safifa, the two villages have been selected because are the weight of popylation is very high compared with other villages along the corridor, for instant Abu safifa inhabited by 9000 persons (400males and 5000 females), inhabited by more than 700 HHs.

## **2.2 THE PROJECT**

The purpose of this project is to support SOS Sahel's work with transhumant pastoralists and farmers to promote shared management of natural resources, and thus to avoid armed conflict along the major livestock corridors from Abyei, through Southern and Northern Kordofan. Developing workable governance mechanisms that enable both farmers and pastoralists to have peaceful access to natural resources is central to this work, and as tensions rise, the timing is critical.

## **2.3 TARGET GROUP**

The target groups are farmer and pastoralist communities competing for access to land and natural resources along the two livestock corridors of Habila – Faiyu (the priority for this project) and Abyei – El Nahud. However, this project particularly focuses on women and youth. Recent participatory rural assessment exercises undertaken by SOS Sahel indicated that these two groups (especially women pastoralists, and armed youth from both pastoralist and farmer livelihood groups) have a strong influence in managing conflict, either through escalation or resolution, but neither has particularly high importance or recognition in current decision-making about conflict. Therefore, SOS Sahel aims to focus on women and youth to bring them into decision-making; it has already established committees of women and youth in 3 pastoralist communities near Kadogli in Southern Kordofan. SOS Sahel also works with established traditional structures, with the Pastoralist and Farmers' Unions, and with local government in the area.

## **3.4 THE PROJECT PLANNED ACTIVITIES:**

The project planned activities include the following

- i. Strengthening the foundation of the programme by developing an evidence base (eg on the incidence of conflict along the livestock corridors and how it is resolved), formalising and standardizing the mapping work, and thus creating a baseline and an appropriate set of indicators;
- ii. Building the capacity of key actors (including formal institutions and less-formal community groupings) to represent the interests of their members and to engage with policy-makers;
- iii. Supporting concrete actions by stakeholders to promote shared management of resources and create peaceful co-existence of both farming and nomadic pastoral communities, for example using the water sector as an entry point, and through the demarcation of cattle routes;

- iv. Supporting and strengthening community structures to promote a culture of peace and trust through changing attitudes, particularly focusing on women and youth, but also the Native Administration and Nomadic Respected Elders<sup>1</sup>, which could each be potential change agents;
- v. Building a constituency for change: steering groups have been established in localities in both Northern and Southern Kordofan, consisting of key individuals that represent the change agents mentioned above, who guide and advise the project. These groups need further capacity building in order to assist local communities to promote change.

## SECTION THREE: THE EVALUATION

### 3.3 INTRODUCTION

As indicated and well stated in the Term of reference the evaluation used different of parameters included, project relevance, efficiency, effectiveness, achievements against planed activities, sustainability and lessons learned

### 3.4 Relevance

**State Level:** The activities of the project were designed to work with the Government of South Kordofan to help bring a peace dividend to communities that had been adversely affected by war.

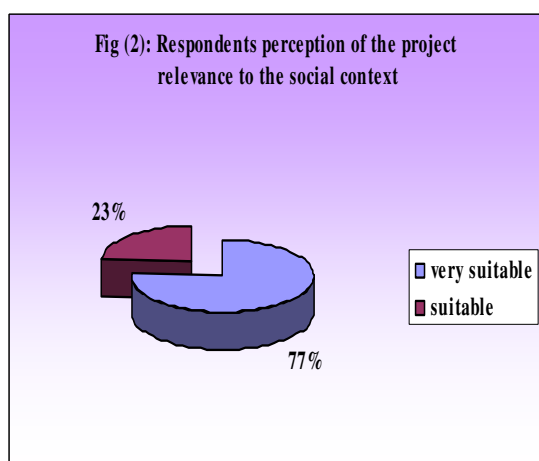
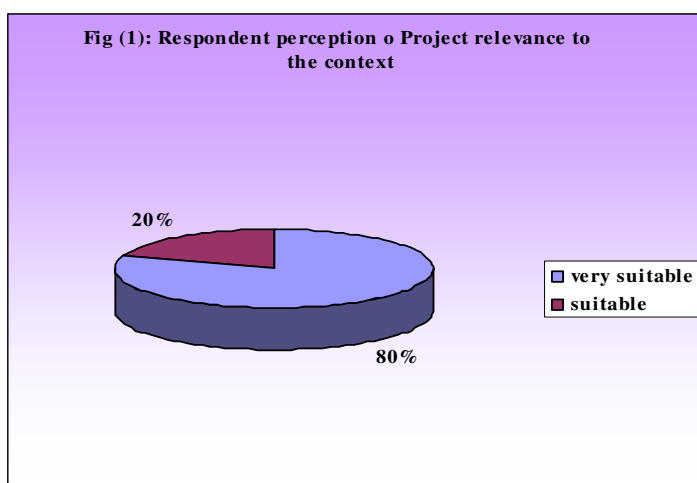
**Locality Level:** The interventions are generally in line with locality policies as development plans are very much concentrated on peace building and livelihood and human security. Indeed, since the project focus on livelihoods (demarcation of pastoral corridor) and water services, they bridge an evident gap for the localities, particularly development budget and finance in the State is heavily centralized.

**Community Level:** The project addressing conflict reduction by touching on the root cause of conflict (resource based Conflict) accompanied by water services and capacity building interventions, the demarcation of pastoral routes is compatible with the communities' needs as the selection was made by the communities in the participatory need assessment, which preceded implementation. However, it was noticed that quite a good number of communities have changed their prioritization of activities, some of the reasons given were either some services were provided by government or other NGOs or new needs emerged or new information was acquired by community members.

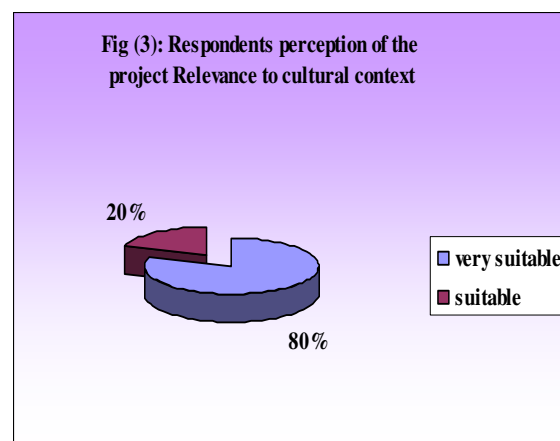
The target communities are largely agro-pastoral communities who lost their sources of livelihoods as a result of drought or conflict. The project helped in their recovery and improvement of livelihoods at both the household and community level through improved skills, access to resources and increased access to water and pasture. The project also strengthened, and in some cases built, local community structures, enabling them to contribute effectively to the process of recovery and improved the likelihood of their capacity to sustain their livelihood, enhanced their coping mechanisms and improved their relationships with local authorities (localities and line ministries)

However, it should not be understood that the interventions by the project is the sole solutions for the deteriorating living conditions and growing needs in the target areas, but they are contributions to reducing suffering of the target communities. This is a role left for the government as well as the community structures have been given skills in conflict management, programming, advocacy and networking to enable them to address these needs in future plans.

**The Project Approach:** The project approach adopted by SOS Sahel was very relevant to the context which focuses on (i) sensitive and participatory ways of engaging with all relevant communities, and with sub-groups within those communities, to build trust, gain insights and to influence decision-making (ii) long-term commitment to working with local communities (iii) openness and creativity in the ways it engages with local communities and with different groups eg women and youth and (iv) strategic partnerships with organizations such as Tufts University and IIED which help to connect SOS Sahel's work at the local level to wider debates and opportunities to influence policy. The interviewed communities reported that, from the context perspective the project is highly relevance (80%) because the corridor considered as main cause of conflict in these areas along the pastoral route (fig 1).



Also the communities reported that the project is socially (77%) and culturally (80%) relevant and very important because was managed to use and adapt sensitive and participatory ways of engaging



with all relevant communities, and with sub-groups within those communities, to build trust, gain insights and to influence decision-making.

### 3.3 PROGRESS VERSUS ACTION PLAN

i. The impact is discussed in terms of the logical framework, looking first at the achievement of results and then the specific objective. An evidence based developed (eg on the incidence of conflict along the livestock corridors and how it is resolved), formalized and standardized the mapping work, which created a baseline and an appropriate set of indicators; concrete baseline information is developed and indicators for positive change are settled in a workable document for project team and all stakeholders.

ii. Key actors (including formal institutions and less-formal community groupings) to represent the interests of their members and to engage with policy-makers capacitated. Through training, show club, and media.



iii. Stakeholders to promote shared management of resources and create peaceful co-existence of both farming and nomadic pastoral communities have been supported by concrete actions for example construction and rehabilitation of water sector as an strategic entry point and demarcation of cattle routes;



**iv. Stock Routes:** A suitable procedure has been developed to tackle the issue of route mapping and demarcation. The establishment of a joint team where pastoralists, farmers, native administration, and technical institutions are represented paved the way for sound implementation of the activity.

Each member of the team has a definite role to play and comprehensive assessment surveys, meetings, and discussions are conducted before actual work is carried on the ground. The team has been subjected to intensive training that helped much in harmonizing the work. The training included NRM, conflict resolution, Judiya negotiation, and map preparation, use of GPS and laws of Resources, water and nomads.



Then the stock route with length of 120 km have been mapped and demarcated. A local patrolling team was also established at each stock route composed of representatives of pastoralists, farmers, native administration and the old system of pastoralists *Mandoub* came into being. The patrolling team is to investigate the situation along the route before the coming of the pastoralists and report to RPA in case of any violation or misuse. This proved to be effective in catering for sources of conflicts before occurrence. The project during its lifetime managed to constructed and rehabilitated reservoirs (hafirs) as well as hand pumps, 4 hafirs and 7 hand pumps were implemented completely.



vi. **Community Structures:** community structures to promote a culture of peace and trust through changing attitudes, particularly focusing on women and youth, but also the Native Administration and nomadic respected elders, which could each be potential change agents have been supported and strengthened and creation & training of women & youth associations in organizational management and representation. training and practical support to the pastoral and farmer unions and native administration and organizational development and practical support to local NGOs, moreover steering groups have been established, consisting of key individuals that represent the change agents mentioned above, who guide and advise the project. Abu Safifa Concord for Development and Rehabilitation Committee has contributed to build trust among the respective communities, solved disputes. The community structures have been well established and registered as legal body in accordance with Sudanese regulations.

v. **Training:** Adopted training awareness and capacity building programme through training workshop, one workshop was organized in Dalanj in partnership with peace and Development Studies centre- Dalanj University. The training also included, Advance training on resource based conflict management with peace centre for 15 persons. Also training on Gender analysis, peace, book keeping were implemented at all levels. The details of the training as follows:

- 25 persons were trained on resource management
- 45 persons were received training on conflict management,
- 67 on natural resources regulations and legislations, resources management,
- 16 were trained on organizational management (Kuweek and Kadogli)
- 45 on conflict management,
- Exchange visit to Kenya

SOS Sahel realizes the weak capacity of existing local NGOs in the state, which hinder their potentiality to contribute significantly to the development of local communities. In its attempts to involve local partners organizations that are concern with natural resources management in planning, implementation and assessment of the development activities in the targeted area. SOS Sahel facilitated a training workshop on organization, representation and project planning as part of capacity building for these local NGOs. The workshop was particularly targeted the executive committee members of two local NGOs partners of SOS Sahel. Number of participants were 12, however actual attendance were 11 (9 males and 2 females). All of are well educated from different educational background. Workshop methodology was highly participative, combined with different methods. Main topics covered during the workshop including Project designing, Concepts of Monitoring and evaluation, Management Organization



and representation and Gender issues. The result of which not only the training process went very well and smooth, but there was also a higher possibility of adopting the skills gained in their work and deliver the acquired knowledge and skills to their subordinate staff as well. The executive committee is formed mostly from well educated youth, and most of them are very active and prepared to participate actively in the development process. Hence any acquired skills would enable them to overcome some of the technical and management constraints while performing their work.

**vi. Establishment of environmental forum:** SOS Sahel facilitated the establishment of environmental forum in South Kordofan. The idea is to create space and a platform for all concerned actors to discuss the issues relate to environmental degradation in the area, to serve as a coordination body for all concerned partners, to raise environmental awareness and as well to help in addressing these problems through policy advocacy and awareness raising. The forum consists of the following:

- Range department ,ministry of agriculture
- State water cooperation
- Land Use and reform administration
- Agriculture extension
- Kadugli locality(agriculture administration)
- SOS Sahel program ,South kordofan
- Forests national cooperation, South Kordofan state
- Plant protection administration
- Kadugli locality Youth union
- Farmers union
- Pastoral union
- Native administration/ tribal leaders

The first two meetings were facilitated by SOS Sahel office. Afterwards, members of the forum took over ownership of the process and were able to continue meetings to move forward with the forum. The main issues discussed during the first two meetings were: Awareness campaigns focusing on trees cutting and vegetation burning, targeting rural communities in general. Emphasis on coordination between all different actors working on environmental Program and Advocacy for environment problems

**vii. Support to Range & Pasture, Open of fire break:** While the project was able to collect one hundred and fifty sacks of seeds of different species of grasses was In South Kordofan. On government part, the range department partner was supported by the project to open fire break and collect grasses seed for rehabilitation of deteriorated range and pastures. It was able to open about 120km in summer grazing area along Habila - Fayio - Abu safifa corridor.

Concerning fire brake, the information gathered from different communities shows that environmental awareness is gradually rising. Based on their history in the areas, communities began to realize the differences between the old times and now and how there is a continuous environmental degradation. They also began to realize the causes behind the deterioration of the environment. Therefore, some communities are able to articulate their actions priority in relation to environmental rehabilitation. Among

their priorities is to stop tree cutting and increase of vegetation cover by preventing bush fire and increasing tree plantation. This has helped the SOS Sahel to do further study around the phenomena of the deliberate fire and what are the causes behind it, to help finding best ways to prevent it by tackling the real causes of the problem.

#### **viii. Coordination with other actors:**

Coordination with other stakeholders has been mostly with partners in range departments in both South and North Kordofan, localities, youth unions, native administration and peace centre of Dilling University, etc. The peace center was the main facilitator of the peace building components of this project, which proved to be very useful in linking theories with practice in the area of conflict management. Through this project, SOS Sahel staffs are also doing their best to connect community in target areas with different resources providers in the area of natural resources and government institutions, which proved to be useful in most cases. SOS Sahel attended many meeting as follows:

- Food security (sect oral meeting).It was about Preliminary assessment of livestock situation in the state. This happen when conflict occurred between settled farmers and pastoralist at border of unity and Malakal state
- Peace building meeting at livestock forum FAO, Civil affairs, UNAMIS. The discussion was on peace building issues and to change and shared the experience. The demarcation of corridor done by SOS Sahel was one of the issues
- Inter agency meeting. The main concern was working condition for UN agencies and INGOs and coordination with government partners.
- Meeting with water cooperation and Fayo hafir committee. The out come of this meeting was: the management policy for hafir rely to the committee, the village should be given 10% of water sale(net of revenue), water cooperation should paid 2500 SDG as its contribution in hafir rehabilitation from sales of hafir water .
- Separate meeting was in SOS Sahel progrmme office with director of UNMIS, FAO South Kordofan coordinator, and other NGOs. The meeting intended to look for SOS Sahel experiences in livestock mobility and resource based conflict. These human train representatives were given good narration about SOS Sahel experience in Sudan and Sahel as large. The meeting was attend by SOS Sahel country director

**ix. Progress Summary:** The engagement of youth out reach activities has been continue, specially along Habeila ,Fayio and AbuSafefa corridor. In Abu safiefa both youth and women organized themselves under Abusafefa society for development. In Umhetaan they formed committee for Umhetaan area development, while women organized themselves under Tafaol society. All these societies became legal bodies after registration according to minister of social and welfare law and can carry out any voluntary work on behalf of their communities. SOS Sahel assisted in payment of registration fees. It is worth mentioning that Umhetaan is that village which rejected the demarcation of corridor in its land; however after long negotiations and clarification of over all objectives, they accepted and agreed.

Fayio both youth and women committees are formed and the process of registration is on under way. The demarcation of corridor as one of important activity among others for peace building and conflict reduction was resumed. This activity stop last year in Umhitan village due to the mistrust among resource users that occurred during the war time. The same team of last year which consists of: range department, representative of pastoral/farmers unions, native administration, and rain fed agriculture and SOS Sahel. The team has demarcated 94 km up to Darot village. Again the process has encountered some difficulties after Darot area. However the project managed to complete the activity as it was planed about 120km.

SOS Sahel provides water as peace dividend. Or water as entry point for peace. Therefore hafir was implemented for Umhetaan village as the competition over water was realized and found to be behind the rejection of cattle root demarcation. The area was surveyed to find the suitable site for hafir construction. The activity was implemented by ELHudy Company.

Kadugli youth association has conducted work shop to promote culture of peace. This came after being supported by SOS Sahel programme as one of local partner. The workshop targeted Kadugli locality and its administrative units. It was attended by 44 participants.

Elgris ELtieb society for desert compact (LNGO partner) support went on during this period. To serve multi purposes, messages through a big signed board to advertise for awareness rising for environmental issues were made. Stickers were distributed and put in targeted areas were also provided for the same purpose.

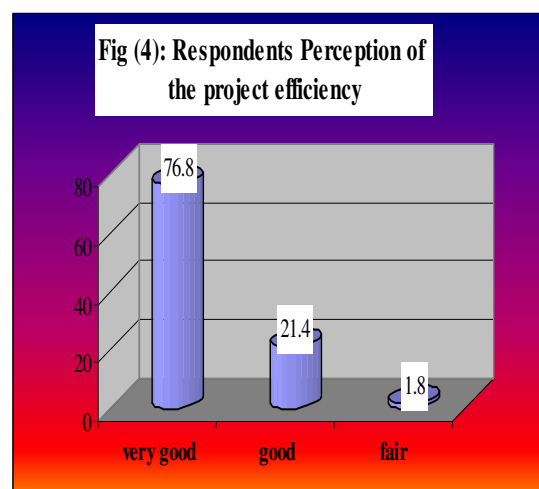
### 3.4 Efficiency

The nature of the Project activities is very sensitive and complex and overlapping, which was an inevitable situation given how the project was configured. SOS Sahel started with supporting the on going activities as well as gaps.

From social service perspective (Water) the project has been implemented most efficiently to date and certainly left a visible ‘peace dividend’ by the end of the project (fig 4). The planning, construction and management of the structures put in place generally has a substantial element of community involvement, which is good. However, there are certain issues that need to be addressed including, lack of flexibility in response to differing situations means that opportunities to resolve certain local issues required

76.8% of the surveyed population indicated that the efficiency of the project shown by the demarcation of the pastoral route i.e the e process for operational zing the intervention involved the following steps:

- SOS undertook initial discussions and consultations with direct stakeholders namely, local council authorities, State Ministry of Agriculture, Farmers and Pastoral Unions and Tribal chiefs at the local



council level. The purpose was to introduce the idea of route opening and its rationale, explaining conceptualization of the process, and to get the buy-in from the stakeholders for effective participation and involvement.

- Team formation for the purposes of implementation; on the basis of discussions and consultation a team was formed involving representatives of SOS Sahel, Range and Pastures Administration, Pastoralists Union, Animal Resources Administration, Farmers Union and the Tribal chief of the Local Council.
- Consultation meetings undertaken by the team with sheikhs of villages located along the corridor with the purpose of involving tribal leaders at the village level. Involvement of village sheikhs was also based on realization of the importance of local institutions, especially Native Administration, and their historical role in the management of corridors and settling of disputes over it; the role of sheikhs in community mobilization and awareness raising was also recognized and sought. In these meetings elements of Transhumance Corridors Act are discussed and the roles the Act assigned for tribal leaders in the implementation of the Act and management of the corridors is discussed and clarified.
- Training of the team involving use of GPS and methodology of mapping and demarcation.
- Corridor Surveying by the Team: the objectives are: to develop thorough understanding of the corridor in terms of the location of its various components (resting places and *makhrafs*) and its surrounding social environments including location of villages and blockages to the route, if exist; decide on e materials needed for the demarcation; ensure effective participation of village sheikhs and community; awareness raising; and, using GPS, delineating the coordinates of selected points along the corridor for the demarcation process.
- The demarcation process: on the basis of the survey results and in the presence of village sheikhs and some community members cement posts 1.5-2.0 meter high were fixed at both sides of the route at an interval of approximately one km with the width of the corridor being 100 metre. The interval however, tends to vary depending on the nature of the route and its topography.

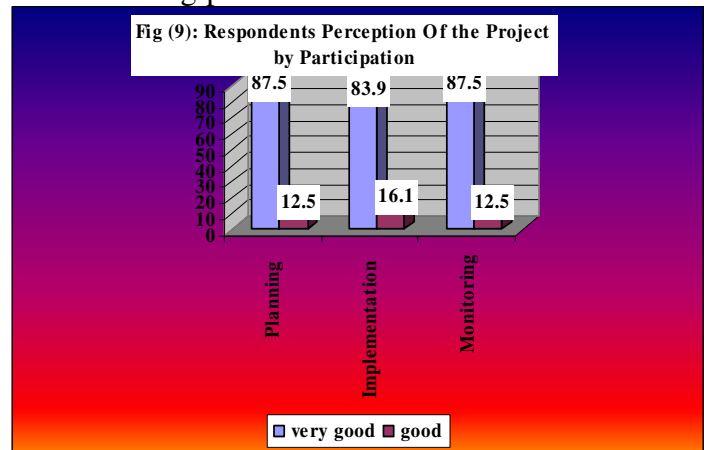
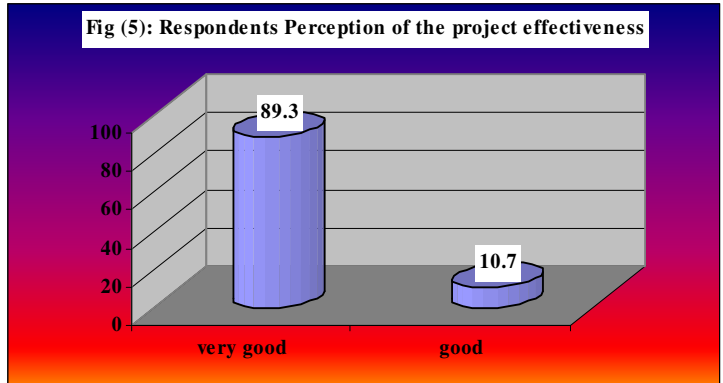
### 3.5 Partnerships and coordination

Currently there are a growing number of actors involved in route demarcation and opening. Those actors could be classified in different ways. At one level they could be classified as direct and indirect actors; The activities and function performed by each of these actors varies between legislative, implementation, funding and consultation.

<b><i>Actors involved in corridor demarcation</i></b>	
<b>Actor</b>	<b>Role</b>
SOS Sahel UK	<ul style="list-style-type: none"> <li>• Mobilization</li> <li>• Funding</li> <li>• Capacity building</li> <li>• Training</li> <li>• Follow up and monitoring</li> <li>• Reporting</li> <li>• patrolling</li> </ul>
CHF-	<ul style="list-style-type: none"> <li>• Initiation</li> <li>• Resource mobilization</li> <li>• Funding</li> </ul>
UNEP	<ul style="list-style-type: none"> <li>• Funding</li> </ul>
Pastoral Union	<ul style="list-style-type: none"> <li>• Advocacy at the State executive and legislative levels</li> <li>• Mobilization of constituencies (pastoralists)</li> <li>• Promote negotiations between pastoralists and farmers</li> </ul>
Farmers Union	<ul style="list-style-type: none"> <li>• Participate in discussions over route legislation</li> <li>• Participation in the implantation of the route demarcation and opening</li> </ul>
Tribal leaders (Omdas and Sheikhs) of sedentary people (farmers)	<ul style="list-style-type: none"> <li>• Negotiations of the routes with nomads sheikhs</li> <li>• Participation in implementation of the route mapping and demarcation process</li> <li>• Supervision of the opened routes</li> <li>• Manage and handle violations to the route</li> <li>• Manage conflicts over the routes</li> <li>• Awareness raising among their communities at village level</li> </ul>
Locality	<ul style="list-style-type: none"> <li>• Promotion and dissemination of route laws and regulations</li> <li>• Provision of legal and administrative backup to route demarcation and opening</li> <li>• Supervision of laws and regulations</li> </ul>

### 3.6 Effectiveness:

The process of corridor demarcation has been strongly supported and recognized by all actors, including nomadic and farming groups, as a necessary process important for securing and protecting nomadic mobility. The effectiveness of corridor demarcation in minimizing disputes and conflict between nomads and farmers has also been widely appreciated and stressed by nomads and farmers. The effectiveness, viability and sustainability of the process are, however, under increasing pressures and stress. 89.3 % (fig 5) of the interviewed population was reported that the project in term of effectiveness contributed a lot to minimize the conflict between pastoralist and farmers in the targeted areas also the efficiency shown by Community participation which is more effectively managed by the NGOs. Particularly in the provision of basic services, they often facilitate local organizational development through, amongst others, village Development Committees. These organizations contribute considerably to the sustainability of essential services, sometimes in ways that are quite innovative.



The Project has been contributed to community structures in different dimensions as follows:

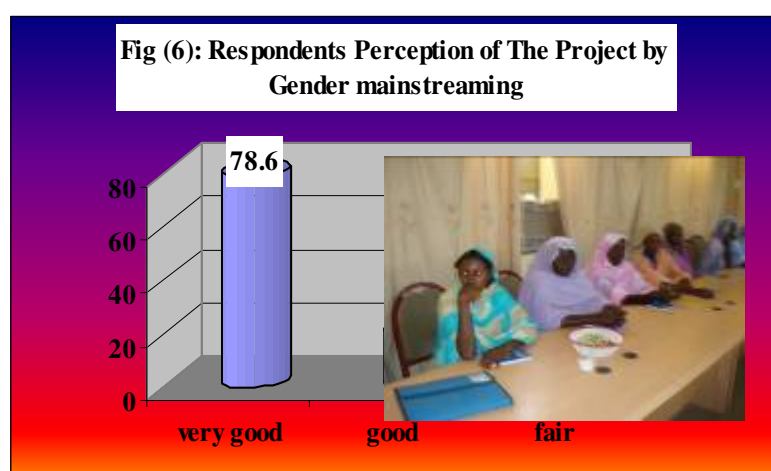
**Governance System:** The governance system of community structures remains a major area of concerns. Number of indicators to measure the governance system was used; these included: annual general assembly meeting, election of the executive committee, changing of chairperson on the basis of election, presence of a board of directors, existence of structure with staff and gender sensitivity, financial control, bylaws, simple procurement and linkages to their constituencies. As a result of these acquired skills, no matter how limited they are, the interviewed community structures and VDCs have introduced new systems to their routine work such as executive office, meetings, documentation/minute, Finance filing system, Internal administrative and financial control,. All interviewed community structures categorically confirmed their feeling that they have become more responsive to communities than before and this has been translated by attending meetings, involved communities in these meeting and their perception to the locality as main development body at local level. Although these results are perceptions of the VDCs themselves, the scales of these new systems still need to be upgraded and better streamlined if are read along line the results on the skills they acquired

**On the organizational matter** as indicator of measuring effectiveness the one relevant important impact of the Project confirmed by the interviewed committees has been the

change in the way they used to raise and submit their demands to the concerned authorities and funded projects. There is almost a complete shift from individual demands/claims and verbal proposals into collective demands/claims and written proposals. This important change will yield result over the long run and it requires refresher capacity building activities. Communities should work hard and be encouraged to avoid getting back to the past ways of working. The focus should be on collective community rights-based approaches while practical activities are used as entry points and platforms for capacity building: human, institutional and physical. Also the work should focus on reducing the dependency syndromes caused by the relatively long relief interventions in the State. For example, in all surveyed areas they stated in the past we lack internal regulations but at present we have put their own regulations internal to their work and all VDCs are now getting aware of the importance of being internally organized and have systems in place.

### 3.7 Gender sensitivity:

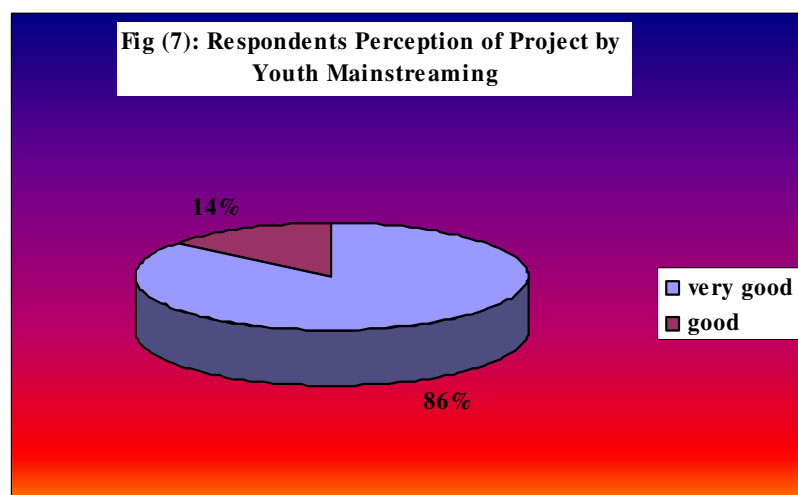
78.6% of the respondents reported that the project benefited women directly in most of its interventions, gave equal importance to the involvement of women, the project interventions appropriate enough to create access and control by women over the project resources. More than 100 women trained and organized in committees and received support.



### 3.8 Youth Mainstreaming

During the project life cycle ore than 150 youth were trained and connected with institutions working on peace coexistence and resources management. Moreover they were provided with training internally and externally (exchange visit to Kenya). Also youth were organized in committees and became involved in peace building process at local and state level.

The surveyed communities (86%) reported that, the youth role has been considered in the project from the stage of planning, implementation and monitoring (fig 8).



### 3.9 Environmental soundness:

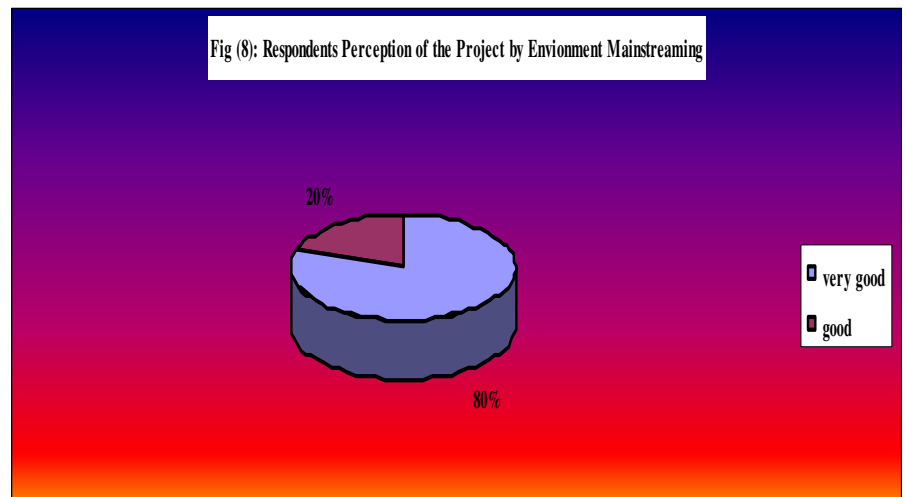
Wildfire outbreaks is widely spread around livestock corridors and farming land. Narrow corridors for nomads and expansion of mechanized farming have closed most of the livestock corridors. Nomads pass during their migration South through Habila, therefore nomads are forced to move into farming community lands, and as they move towards farming lands, farmers burn down grass (pasture) to avoid nomads from destroying their crops. Due to this incompatible needs of farmers and pastoralist, and as farmers burned the grass down, nomads revenge by burning their farms, and entering their animals into crop fields. In assessing major players causing wildfire outbreak, it was found to include pastoralist and farmers, then come cigarette, honey harvest, and charcoal making. SOS Sahel will made use of these findings which informed its immediate intervention to contribute in reducing this wildfire outbreak and its destructive impact on environment

80% of the respondent stated that the communities became aware of environmental issues, and created a sense of environmental awareness among beneficiary communities. The project

added value to the status of environment/natural resource management, through establishment of environmental platform which availed room to discuss many issues include: range issues, water and land use and reform administration, extension, pastoarism and native administration. The key environmental

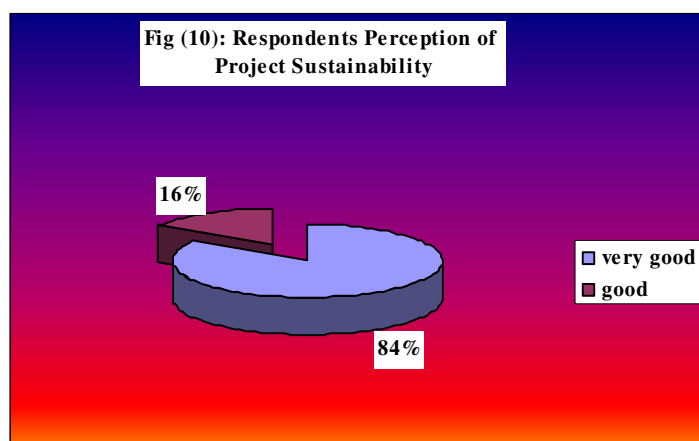
challenges reported by the surveyed people are:

- Traditional leaders have little influence in mobilizing local communities to fight fire outbreaks, lack of fire lines which can stop fire outbreaks spreading and lack of fire guards to monitor wildfire outbreaks.
- Civil society institutions, including traditional leaders, Pastoral Unions and nomadic routes administrators, lack the capacity to develop solutions to the fire problem.
- Narrowed and/or blocked livestock corridors make it difficult for pastoralists and their herds to move freely without causing damage to farmed land; this encourages farmers to light fires to discourage pastoralists from approaching their land.
- There is also a lack of water sources along livestock corridors, forcing pastoralists to compete for water resources with farmers. Again, this is unwelcome for the farmers and their response is to burn the pasture in an attempt to keep the pastoralists away.



### 3.10 Sustainability

The component of sustainability has been considered from the starting stage. The training, community structures, and environmental forum, mobile extension team and wider partnership and networking with government, INGOs and Un agencies as well as grassroots communities including women, youth and elders. Also through building the building and institutional capacity will serve as key factors of assuring project sustainability



### 3.11 Concrete Evidences: Multiplier Effects of the Project

The survey population reported the following as evidences of the progress of the targeted areas around the route compared with the past/ or before the demarcation of the corridors:

- The mobility of pastoralists became more organized
- Pastoralists became aware of their rights
- Pastoralists followed the rule and community regulations
- The resource based conflict between farmer and pastoralist decreased
- Tensions decreased
- Women included in the planning and training process
- Youth have been mainstreamed the process from planning stage to monitoring.
- The trained people will be a seed for sustainability of the work in the corridor.
- Community structures which has been formed for omen, youth and the joints one will serve the sustainability in term institutional home

More over the matrix below compared between the situation before the demarcation of the corridor and after the demarcation process

	<i>Before</i>	<i>After</i>
<b>Livelihood</b>	very harsh, no access to water, range, fire	Progress because of the water hafirs, Pumps, fire lines
<b>Movement</b>	very difficult	became easy
<b>Conflict</b>	Tension between farmers and pastoralists, violent conflict	conflict incidents decreased
<b>Institutions</b>	No single and formal institution for resource and conflict management	formed and their member were trained
<b>Gender</b>	Women nor represented in community structures	Women became active member in the community structures and were trained and capacitated
<b>Environmental awareness</b>	very low and no debate on environmental issues	awareness raised and forum established
<b>Women and Youth</b>	catalyst of conflict, war culture, war syndrome	play role of peace building, spreading of peace culture
<b>Trust</b>	miss-trust is very common and remarkable along the	confidence has been built among the communities around share

	<b>corridor</b>	<b>common assets</b>
<b>Partnership and networking</b>	No clear partnership with government and other Actors	Community through their established structure get more engaged with Local authorities, INGOs, UN Agencies (IUNEP) etc
<b>Environmental degradation</b>	<b>increased</b>	<b>decreased</b>
<b>Regulations and resource management</b>	Not clear and no body know about (Corridor)	the law has been disseminated and people trained on regulations and resource managements

## SECTION FOUR: KEY CHALLENGES AND LESSONS LEARNED:

### 4.1 Challenges and Lessons

The key challenges that hindered the project from delivering its interventions and progressing towards achieving its expected results and the lessons learned are expressed by the surveyed population in the two villages as well as other actors are:

- Corridor demarcation is essential for maintaining and protecting pastoral mobility and minimizing conflict between pastoralists and farmers and the successful corridor demarcation needs placing within a wider perspective of regulated land use system that recognizes, legitimate and institutionalize the entitlement and interests of the diverse land users while promoting more efficient and equitable distribution of land and resources
- Corridor demarcation needs to be based on a negotiated and agreed upon process for the management of common property resources and trust building between pastoralists and farmers is an essential entry point for maintaining and sustaining pastoral mobility
- Sustained mobility of pastoralists requires a recognizable institutional structure for the management of the corridors
- Very weak and poor implementation of corridors laws and regulations. Violations of corridors laws are very rarely reported whether by nomads and their leaders or the responsible government authorities. One reason stated by nearly all nomads is that they feel weaker part as they do not have full rights to land and because of that prefer to avoid legal confrontation with the farmers.
- Unbalanced distribution of power between farmers and pastoralists. It is an established fact that farmers in Sudan are extremely powerful, compared to nomads, constituting part and parcel of the decision making apparatus. This has in turns largely affected legislations and implementation of laws.
- Land degradation and poverty: Accelerated land degradation and prevalence of poverty conditions among both farmers and the nomads tend to exert heavy pressures on corridors and their ecosystems.
- Due to decreasing returns from agriculture caused by declining land capability increasing numbers of the farmers and in order to compensate for their declining incomes started to increase their cultivable lands besides initiating a process of heavy deforestation through wood cutting and charcoal making as sources of income. Similarly, growing numbers of nomads who suffered declining size of herds or escaping insecurity situation, started to settle down as agro-pastoralists combining animal raising and cultivation. As a result new settlements have emerged mostly inside *makhrafs* and resting places.
- The issue of land rights and land ownership constitutes one important challenge to corridor mapping and protection of nomad mobility. Farmers hold the perception that they are the owners of land and because of that they should not be sanctioned for violations of corridors. Some farmers express the argument that because of increasing population in villages the farmers should either claim back the land covered by corridors or to be compensated by the government
- Limitation of the budget is considered as the main obstacle coupled with delay in receiving the installments and absence of services in rural areas caused most of the community project proposals to be directed towards provision of services mostly used by settlers rather than shared assets.

- Legal and policy reforms are hindered by government interventions and - transformation of resource conflicts into ethnic confrontations is further complicating the problem.
- Weak coordination between all concerned parties is an issue that needs to be solved for better use of resources and efforts.
- In Abu Safifa village, participants noted that the expansion of mechanized farming scheme in Habila has progressively narrowed most of the livestock corridors in the area; many of these have now become entirely blocked off. Thus, pastoralists have been forced to move into land used by farming communities – with the result that farmers have burned areas of pasture in an attempt to discourage pastoralists from moving their animals near to the farmer's crops. Further stress on the natural resources in the Fayo / Habila area was noted as a result of internally displaced persons moving back to their home villages
- The intensity and destructiveness of fire outbreaks were emphasized, particularly in terms of the loss of livelihoods. For example, one farmer in Karkaraya lost all of his crop harvest and seven cows owing to a fire outbreak, leaving him and his family members destitute.
- The traditional leaders were identified as having the potential to strengthen and mobilize communities over the fire issue – for example, by appointing fire guards, and monitoring fire outbreaks in their areas of authority. Strengthening their legal capacity to issue provisions and regulations relating to the timing of pastoralist movements and farmers" harvesting activities would help in reducing conflict between the two livelihood groups.

#### **4.2 Recommendations to overcome challenges:**

Based on the above challenges and lessons learned the following are main recommendations to overcome these challenges:

- Trust building and promotion of partnership between pastoralists and farmers. In this respect number of people consulted, particularly at community level, proposed the idea of conducting series of meetings and initiation of social dialogue forum. The forum are expected to inform a socially negotiated process for management of the commons, corridor demarcation and management besides promoting understanding of shared interests and trust building.
- Investment in provision of services, especially water, health and education along corridors. Investment in boarding houses, in partnership with solicited actors, is highly recommended.
- Building and strengthening capacities of pastoral and farmers unions so that they could better serve the interests of their constituencies.
- Support and advocacy for the reform of the Native Administration system and its empowerment
- Initiate and support pastoral community organizations
- Initiate and promote strategic partnership among civil society organizations genuinely advocating the case of pastoralists.
- SOS Sahel should support awareness-raising among pastoralist and farming communities to reduce the frequency of outbreaks of fire.

- the Ministry of Agriculture and the Forestry Department through support of SIS Sahel should activate and disseminate laws, policies, and regulations to govern farmers and pastoralists that will discourage outbreaks of fire, to avoid shortages of animal feeds and to avoid the destruction of range resources and vegetation cover and investigate the possibility of recruiting fire guards for each locality, training them, and equipping them with suitable means of transport and should support the construction of a grid of fire lines to prevent fire outbreaks spreading.
- SOS Sahel should continue to support conflict resolution between farmers and pastoralists to combat the increasing trend of conflict.
- Arrangements should be made to organize the timing of the pastoralists' migration calendar to ensure that farmers can harvest their crops, cut their stock of sorghum, and so on, prior to the pastoralists passing by on their seasonal migration to the south.
- Production of documentary film shows the best practices and success story of stock demarcation route

**Annex (1): People met**

1. Ajak Deing: SOS Sahel,
2. Mustafa Abdel Kareem Kafy:
3. Iklas Abdel Rahman:
4. Umda Sidig Mohamed Sulian: Abu Safifa
5. Osman MErmy(Umda Abu Safifa
6. Mohammed Ibrahim (VDC) (abu Safifa Association)
7. Ibrahim Ali: ) (abu Safifa Association
8. Batoul Nimir: Women Development committee
9. El Muk Galal Kuku: Um Hitan
10. Sheikh: Abdalla Sandouq: Um Hitan
11. Sheikh: Mohammed Shallo: Um Hitan
12. Selman Ibrahim:
13. Mohamed Haroun Director of Mechanized Farming, Habila
14. Abdel Mageed Yahya Lecture, Delling University
15. Babo Ibrahim Babo Range Department
16. Umda ElAdar Mohammed Hamdan Hamar Umda
17. Hassan Azrag Adam Representative of Huwazma Pastoralists
18. Yagoub Abdel RahmanFarmers Union
19. Mohammed Nasr Mohammed SalihHead of State Pastoralists Union
20. Harin Hammad Tawur Head of Range Department,
21. Osman Mogaddam Deputy, Director General MOA
22. Umda Sidig Mohammed Suliman
23. Nadia Suliman: Range Department

## **Annex (2): Terms of Reference for Evaluation of SOS Sahel Project, “Inclusive environmental management to reduce conflict along livestock corridors in South Kordofan State. 5- 15 March 2011**

### **Background:**

SOS Sahel International UK is a longstanding, specialist development NGO with expertise in natural resource management and conflict reduction in the drylands of the African Sahel; it is particularly known for its work with pastoralists. Its country programme in Sudan, which is part of the UK organisation, has 25 years of experience in grass-roots, community-based development. This includes work in North and South Kordofan, reducing conflict between farming and pastoral communities through improved natural resource management: competition for access to water and land is a major source of conflict in this area. Consultations with many different ethnic and livelihood groups in Kordofan, by SOS Sahel, have revealed two measures which are consistently identified, by the people themselves, as being the most valuable in reducing conflict. These are demarcation of livestock migration routes and the provision of water supplies at critical locations.

Pastoralist systems in Kordofan depend upon seasonal transhumance between southern dry-season and northern wet-season grazing through *maracheel* (livestock corridors). This requires a high degree of co-operation between pastoralists and settled farmers. However, the institutional mechanisms which underpin this kind of co-operation have been severely weakened by a loss of authority of traditional leaders over land management, combined with delays in the constitution of the Land Commissions which are envisaged within the Comprehensive Peace Agreement (CPA).

As a result, there is no coherent institutional framework in Sudan to deal with land-conflict issues, despite these being central to people's livelihoods and security. Furthermore, key non-state actors whose mandate is to act on behalf of pastoralists and farmers (such as the Pastoralists' Union and Farmers' Union) face significant challenges in terms of their ability to represent the interests of their local constituencies effectively.

Institutional capacity has been declining at the same time as social and environmental pressures on the natural resource base have been rising, driven by a growing population, the impact of drought and conflict, and expropriation of land. These pressures have increased tensions between pastoralists and settled farmers, with recent reports indicating that Kordofan could be on the brink of conflict<sup>2</sup>.

SOS Sahel has been working in Kordofan for over 16 years; it has become well respected for its thoughtful and effective work in reducing conflict between pastoralists and farmers, based on awareness-raising, dialogue, and the joint management of common resources in order to build mutual understanding and peaceful co-existence.

### **3.2 Project goals/purpose/objective**

The purpose of this project is to support SOS Sahel's work with transhumant pastoralists and farmers to promote shared management of natural resources, and thus to avoid armed conflict along the major livestock corridors from Abyei, through Southern and Northern Kordofan. Developing workable governance mechanisms that enable both farmers and pastoralists to have peaceful access to natural resources is central to this work, and as tensions rise, the timing is critical.

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<sup>2</sup> For example, Pantuliano, S., Stability threats in South Kordofan, SSRIC, 15 August 2008.

**The specific objectives are as follows:**

1. To develop more inclusive conflict reduction approaches that allow the voices of previously marginalised groups to be heard and taken seriously.
2. To empower community structures to plan natural resource access and management effectively and promote a culture of mediation and trust.
3. Thus, to strengthen capacity within civil society – specifically with pastoralists and farmers – to manage access to natural resources peacefully and thus to improve their livelihoods.
4. To evaluate, write-up and disseminate the approach that SOS Sahel has pioneered, for the benefit of civil society groups and local government addressing similar issues elsewhere in Sudan, including Darfur.

**Target group**

The target group are farmer and pastoralist communities competing for access to land and natural resources along the two livestock corridors of Habila – Faiyu (the priority for this project) and Abyei – El Nahud (to be included if a grant of \$200,000 is awarded). However, this project will particularly focus on women and youth. Recent Participatory Rural Assessment (PRA) exercises undertaken by SOS Sahel indicate that these two groups (especially women pastoralists, and armed youth from both pastoralist and farmer livelihood groups) have a strong *influence* in managing conflict, either through escalation or resolution, but neither has particularly high *importance* or recognition in current decision-making about conflict. Therefore, SOS Sahel aims to focus on women and youth to bring them into decision-making; it has already established committees of women and youth in 3 pastoralist communities near Kadugli in Southern Kordofan. SOS Sahel will also work with established traditional structures, with the Pastoralist and Farmers' Unions, and with local government in the area.

**Approach and activities**

Particular features of SOS's Sahel's approach, which contribute to its effectiveness, are the following:

- (i) sensitive and participatory ways of engaging with all relevant communities, and with sub-groups within those communities, to build trust, gain insights and to influence decision-making
- (ii) long-term commitment to working with local communities. (For example, it is not uncommon for SOS Sahel to work with the same communities for ten years or more, recognizing that development is a long-term process that requires sustained engagement);
- (iii) openness and creativity in the ways it engages with local communities and with different groups eg women and youth
- (iv) strategic partnerships with organizations such as Tufts University and IIED which help to connect SOS Sahel's work at the local level to wider debates and opportunities to influence policy

**The project activities include:**

- (1) Strengthening the foundation of the programme by developing an evidence base (eg on the incidence of conflict along the livestock corridors and how it is resolved), formalising and standardising the mapping work, and thus creating a baseline and an appropriate set of indicators;
- (2) Building the capacity of key actors (including formal institutions and less-formal community groupings) to represent the interests of their members and to engage with policy-makers;
- (3) Supporting concrete actions by stakeholders to promote shared management of resources and create peaceful co-existence of both farming and nomadic pastoral communities, for example using the water sector as an entry point, and through the demarcation of cattle routes;

- (4) Supporting and strengthening community structures to promote a culture of peace and trust through changing attitudes, particularly focusing on women and youth, but also the Native Administration and Nomadic Respected Elders<sup>3</sup>, which could each be potential change agents;
- (5) Building a constituency for change: steering groups have been established in localities in both Northern and Southern Kordofan, consisting of key individuals that represent the change agents mentioned above, who guide and advise the project. These groups need further capacity building in order to assist local communities to promote change.
- (6) Evaluating and writing up the successes and the learnings from this programme, for dissemination in Sudan and in the wider Sahelian region.

### **Specific consultancy tasks:**

**Efficiency:** Review of the progress made towards the plans vis-à-vis the actual achievements, project coverage (geographical and beneficiaries).

**Effectiveness:** Did the project achieve the envisaged results? Has the project had sufficient involvement of and consultation of the community members so as to achieve Results.

**Impact assessment:** This assessment of impact should be linked back to “effectiveness” while taking into consideration the project context and time scale. What are the immediate short-term impacts that the project has generated to the community structures and practical linkages to other stakeholders? Is there any improvement in access to natural resources? Are the stakeholders (particularly beneficiaries) satisfied with the quality of the work the project delivered?

**Gender sensitivity:** Has the project benefited women directly in most of its interventions? Did the project give equal importance to the involvement of women? Were the project interventions appropriate enough to create access and control by women over the project resources? This is a qualitative analysis to help better reflect on the degree in which the project was gender-sensitive.

**Environmental soundness:** Were the project’s interventions environmentally sound? Did the project interventions create a sense of environmental awareness among beneficiary communities? Did the project add value to the status/systems of environment/natural resource management or not, and what role it should have played?

**Sustainability:** This is an evaluation of the institutional sustainability of the project interventions and achievements – capacity building/institutional strengthening. What are the key factors of project sustainability? Are the community structures institutionally sustainable?

**Challenges and lessons learned:** What are the key challenges that hindered the project from delivering its interventions and progressing towards achieving its expected results? What are the lessons learned by the project stakeholders? What are the stakeholders’ perceptions towards the whole project approach?

**Recommendations to overcome challenges:** What are the recommendations to overcome these challenges? What are the recommendations to consolidate the positive lessons? What is the appropriate workable development modality that best fits the context of the South Kordofan?

### **THE SCOPE: GEOGRAPHICAL COVERAGE & TIMEFRAME:**

This evaluation should cover all the communities living along the Habil – Fayo corridor, namely Abu Safifa, Umhitan, Fayo and Habila communities.

The estimated time for this evaluation is 10 working days

### **MANAGEMENT & LOGISTICAL SUPPORT**

- The overall evaluation process will be under the direct supervision of the SOS Sahel Sudan Country Director.

- The operational management and logistical support will be under the direct supervision of the South Kordofan Program manager based in Kadugli

**BUDGET AND PROVISIONS:**

- The total consultancy fee is USD 4000 (four thousand United States Dollars) payable in two instalments:
  - 40% upon signing of the contract to cover preparations, team recruitment and fieldwork
  - 60% upon submission of the satisfactory Final Report
- The project will provide the evaluation team with the most appropriate available transportation means for fieldwork and movements in the project area.
- The project will provide accommodation and food to the evaluation team in its guest house in Kadugli.
- Apart from the provisions specified above, the project has no responsibility to cover any additional cost unless a prior approval/agreement is made between the SOS Sahel Country Director and the evaluation team.

### Annex (3): Checklist and Questionnaire

#### قائمة مرجعية: الجهات الحكومية (١)

- اسم الجهة.....
- المحلية.....
- ما راكم في في عمل منظمة الساحل في ترسيم المراحل حسب حسب المعايير التالية
١. الاتساق مع اولياتكم
  ٢. الصلة باحتياجات الولاية، المحلية، والمستخدمين المستهدفين لخدمات المنظمة؛
  ٣. جودة وتماسك منهج المنظمة وتصميمه؛
  ٤. الأداء العام، وعلى الأخص مقابل الأهداف الكمية والنوعية للمخرجات والأغراض؛
  ٥. الكفاءة وفعالية التكاليف، بما في ذلك تأثير العمليات الإدارية؛
  ٦. مدى إمكانية استمرار الفوائد والتحسينات التي تحققت في المستقبل؛
  ٧. العوامل التي ساهمت بالسلب أو الإيجاب في إنجازات البرنامج، وأسباب ذلك؛
  ٨. فعالية العمل بشأن بعض القضايا المواضيعية مثل قضية المساواة بين الجنسين، البيئة،
  ٩. إمكانية ان يكون المنهج نموذجاً يمكن تطبيقه في أماكن في الولاية
- ما هي الانجازات التي حققتها المنظمة من خلال المراحل : على المستوى القريب والبعيد وما هي مؤشرات القياس للانجازات في الأنشطة الآتية:
- سبل العيش:.....
- بناء القدرات: .....
- الدعم والبناء المؤسسي:.....
- فض النزاعات وبناء السلام.....
- ادماج النوع:.....
- ادماج الشباب.....
- ادماج البيئة:.....
- ما هي القيمة المضافة للمشروع:
- ما هي المخاطر التي واجهت المشروع وكيفية معالجتها:
- المخاطر البيئية.....
  - المخاطر الاجتماعية.....
  - المخاطر الهيكلية.....
  - السياسية.....
  - الاقتصادية.....
  - الأخرى.....
- ما هي اهم التحديات التي واجهت المشروع:
- كيف تصفون الاداء الكلي للمشروع:
- ما هي العبر المستفادة من هذه التجربة :
- الإيجابية.....
- السلبية.....

## قائمة مرجعية للمستفيدين (٢)

.....الجهة المستفيدة.

.....المحلية.

.....القرية.

.....الشريك.

.....ما هو الفرق قبل وبعد قيام المشروع.

.....ما رأيكم في المنهجية المتبعة.

.....الايجابيات.

.....

.....السلبيات.

.....النجاحات.

.....ما هي مؤشراتكم لقياس النجاحات او الاخفاقات

.....

.....نوع مشاركتكم وفعاليتها في المشروع:

.....التخطيط.

.....التنفيذ.

.....المتابعة.

.....كيف تصف الشراكة بينكم وبين المنظمة.

.....ما هو الاثر المباشر

.....للمشروع.

.....كيف ترون مستقبل المشروع.

.....ما الذي يحكم الشراكة.

.....ما هو شكل العلاقة بينكم وبين كل الاطراف:

.....ما هي الدروس المستفادة من هذا المشروع

.....ما هي النزاعات الموجودة قبل قيام المشروع: النوع:

.....حدوثها من حيث المدة الزمنية:

### استبيان: (٣)

أ. معلومات عامة:

ب. القرية: ..... المحلية.....  
ج. النوع: أ. ذكر ب. انثى:..  
د. العمر: .....  
هـ. العمل: ١. مزارع ٢. راعي ٣. موظف ٤. عامل ٥. أخرى (حدد)

### المشروع من حيث الملائمة والاهمية:

١. الاهمية: السياسية: ١. مناسب جدا ٢. مناسب ٣. غير مناسب  
..... دليل: .....
  ٢. الاهمية من ناحية المحتوى المكاني: ١. مناسب جدا ٢. مناسب ٣. غير مناسب ٤. أخرى (حدد)  
..... دليل: .....
  ٣. الاهمية الاجتماعية: ١. مناسب جدا ٢. مناسب ٣. غير مناسب ٤. أخرى (حدد)  
..... دليل: .....
  ٤. الاهمية الثقافية: ١. مناسب جدا ٢. مناسب ٣. غير مناسب ٤. أخرى (حدد)  
..... دليل: .....
  ٥. الفعالية: ١. جيد جدا ٢. جيد ٣. مقبول ٤. سيئ ٥. أخرى (حدد)  
..... دليل: .....
  ٦. تحقيق النتائج: ١. جيد جدا ٢. جيد ٣. مقبول ٤. سيئ ٥. أخرى (حدد)  
..... دليل: .....
  ٧. ادماج النوع: ١. جيد جدا ٢. جيد ٣. مقبول ٤. سيئ ٥. أخرى (حدد)  
..... دليل: .....
  ٨. ادماج الشباب: ١. جيد جدا ٢. جيد ٣. مقبول ٤. سيئ ٥. أخرى (حدد)  
..... دليل: .....
  ١٠. ادماج البيئة: ١. جيد جدا ٢. جيد ٣. مقبول ٤. سيئ ٥. أخرى (حدد)  
..... دليل: .....
- مستوى المشاركة في تحديد الاحتياجات:
٩. التخطيط: ١. جيد جدا ٢. جيد ٣. مقبول ٤. سيئ ٥. أخرى (حدد)  
..... الكيفية: .....
  ١٠. التنفيذ: ١. جيد جدا ٢. جيد ٣. مقبول ٤. سيئ ٥. أخرى (حدد)  
..... الكيفية: .....
  ١١. المتابعة: ١. جيد جدا ٢. جيد ٣. مقبول ٤. سيئ ٥. أخرى (حدد)  
..... الكيفية: .....
  ١٢. الاستدامة والاستمرارية: ١. جيد جدا ٢. جيد ٣. مقبول ٤. سيئ ٥. أخرى (حدد)  
..... عناصر الاستدامة: .....
  - .....
  ١٣. ما هي التحديات التي واجهت المشروع في كل المراحل:.....  
.....

١٤. النتائج التي حققها المشروع: .....
- .....
١٥. قبول المشروع بواسطة المجتمعات: ١. جيد جدا ٢. جيد ٣. مقبول ٤. سيئ ٥. اخرى (حدد)
١٦. صف المرحال:
- قبل المشروع: .....
- بعد المشروع:.....
١٧. صف حياتك قبل وبعد المشروع:
- أ. قبل المشروع: .....
- .....
- ب. بعد المشروع:.....
- .....
١٨. ما هي الدروس المستفادة من المشروع: .....
- .....
- .....
١٩. ما هي توصياتك لمقبلة التحديات التي واجهت المشروع:.....
- .....
- .....