

SOS Sahel Sudan
Reversing the Flow for Water Security and Climate Resilience Project
Bara Landscape Bara Landscape, North Kordofan State, Sudan
Duration four Years (2023 to 2026)

1. Introduction:

The community-led initiatives for IWRM and Climate Resilience Project in Sudan is part of a large program called Reversing the Flow (RtF) implemented by Netherlands Enterprise Agency (RVO) on behalf of the Netherlands Ministry of Foreign Affairs and planning to support locally-led initiatives in 7 countries: Bangladesh, Burkina Faso, Ethiopia, Kenya, Mozambique, Sudan and Uganda. The key principle of Reversing the Flow (RtF) is to work bottom-up, building on local capacities. Based on this principle of subsidiarity, RtF is breaking with predefined donors formats for proposals and reports. This allows proposals and reporting to be adjusted to local contexts, cultures and capacities.

Reversing The Flow (RtF) aims at making communities more water secure and resilient to climate change with water and climate adaptation actions. The program specifically intends to support locally-led initiatives in response to local realities. RTF puts vulnerable groups at the centre in responding to challenges of water insecurity, climate extremes, ecosystems degradation or displacement that communities in vulnerable situations face. Communities will be enabled to organise themselves and lead these actions.

Community-led initiatives are at the operational heart of the RTF project. To address root causes of water security issues and climate change impact, RTF aims to aggregate community initiatives at landscape scale. After all, isolated community-led initiatives are just drops in the ocean, if they are not connected within the boundaries of a larger system and properly linked to publicly-led policy or planning initiatives. The delineation of such a larger system will be context-specific (watershed, landscape, plan, etc.).

This connection between informal bottom-up and formal top-down processes and improvement of the terms of vulnerable groups' participation in formal processes requires a good understanding of larger social, economic and political systems dynamics. It also requires a multi-level approach, engaging actors at national, regional and local level.

To this aim RTF applies 3 different strategies:

1. Funding: Provide direct demand-driven support for community-led water-security and climate adaptation interventions (small-grant mechanism to grass roots organizations).
2. Knowledge development and exchange: RtF facilitates learning and knowledge sharing between various actors, monitoring, regaining local knowledge, connecting new knowledge, exploring innovations in monitoring and reporting,
 - a. across communities within a watershed or landscape;
 - b. between these communities and other actors like local government, utilities, corporates, civil society, development partners;
 - c. Between watersheds/landscapes and across countries at program level.
3. Engaging dialogues: RtF facilitates and engages in policy dialogues at various levels: multilateral, national and local, in order to represent community interests in policy development and in investment decisions.

2. SOS Sahel profile & Capacity:

SOS Sahel Sudan is a national Sudanese NGO, founded by 46 members in 2010, with a vision of “ all people in Sudan enjoy peace and prosperity ” and a mission of “SOS Sahel Sudan supports women and men in Sudan to realize their rights, potentials, dignity and secured and sustained livelihoods”. It has been registered in Sudan with the Humanitarian Aid Commission (HAC) of the Government of the Republic of Sudan registration number T. NO 3435. The organization is the result of a stepwise transformation of the Sudan country program of SOS Sahel UK. SOS is governed by a strong Sudanese board of trustee of 15 people, elected from a General Assembly of 46 members. SOS Sahel operates programs across seven states of Sudan – Red Sea, Kassala, White Nile, North Kordofan, South Kordofan, West Kordofan and North Darfur States and has over 10 years’ experience in natural resource management, conflict reduction, CBOs capacity building, women empowerment, WASH resilience and climate change and integrated rural development projects through DO-NO-HARM, Participatory Learning and Action (PLA), Community Environmental Action Plan (CEAP), IWRM and bottom up approaches.

SOS Sahel has long experience since 2010 working with communities in North Kordofan State, especially in natural resource management and CBOs capacity building projects. Furthermore has experience working in Bara locality through implementing economic empowerment projects funded by NCA and CAFOD. These projects support income generation, agricultural and livestock production activities targeted most vulnerable groups, with special focus on women headed householders through revolving fund managed jointly by SOS Sahel and village committees during the project life and continued after the project under the management of village committees. Likewise Bara locality is one of the four localities targeted by Civil Society Organizations (CSOs) project through which SOS Sahel strengthened the capacity of 35 CSOs in 4 Localities in North Kordofan, so that they are able to engage productively with natural resource management (NRM) and local development in a participatory manner, thereby reducing poverty and promoting an inclusive and empowered society. Therefore SOS Sahel well known at Bara locality and has strong relationship with village committees, community leaders and local government authority.

3. Context: North Kordofan State, landscape, social, economic, political, actors

3.1. North Kordofan State:

Sudan faces numerous concurrent challenges in the management of natural resources, particularly water. These challenges include the impact of climate change with increased frequency and severity of droughts and floods resulted in changing livelihood systems and rapid urbanization. The Government Institutes took the lead and responsibility on water and natural resources management initiatives country-wide, but effective management of natural resources including water resources requires collaboration of different parties at federal, state and community level. This kind of collaboration does not materialized yet due to several factors, including instability of political situation since 2019 and absence of development plans and strategies at State and national levels, and as a consequence tribal conflicts over natural resources occurred all over the country, especially in Bara (the target landscape) in 2022 between Dar-hamed and Maganeen tribes.

North Kordofan state is located in the center of Sudan between latitudes 14°22’ - 16° 36’N and longitudes 29°32’E, in an undulating plain covering an area of 188,474 km².

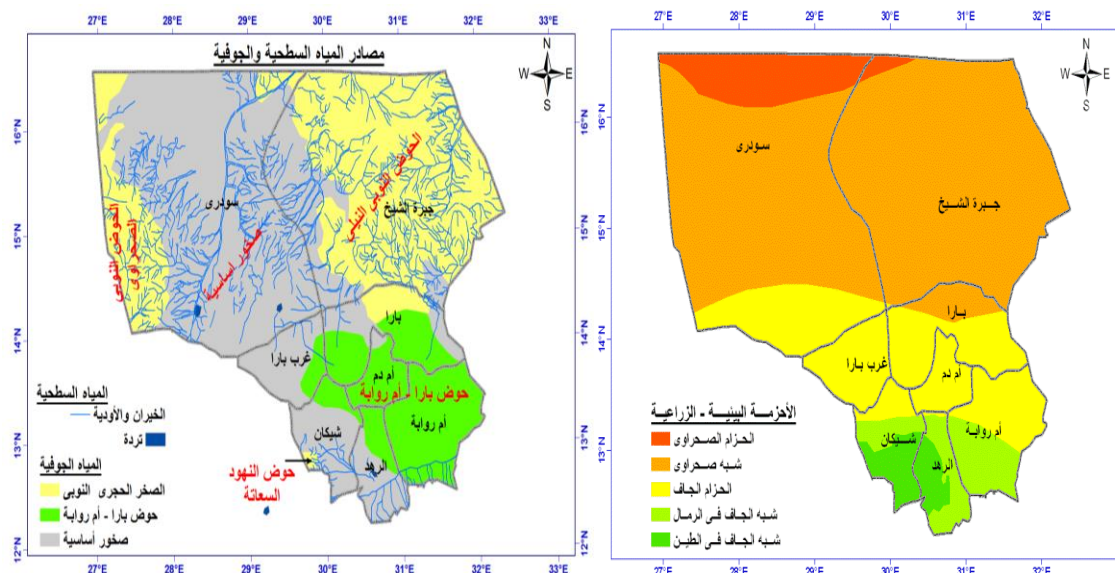
Map (1): Location of North Kordofan States



Administratively North Kordofan state is currently divided into eight localities and ecologically, North Kordofan is part of the dry land of the Sahel zone of Sudan. The state population is approximately 3.2 million (2008 census), of which approximately 85% is rural. As part of dry land zone, the rainy season is relatively short with unreliable rainfall ranging from 100 mm in the most northern areas to 200 mm in the middle zone and 350 mm in the south to the middle zone. Rural livelihood patterns generally follow rainfall. In northern areas of the State there is no ground water and even the rainfall is insufficient for crops cultivation but provides enough pasture during the rainy season for livestock (camels, goats and sheep). In the middle and southern areas, including Bara locality, rainfall is sufficient to allow cultivation of millet, groundnuts and sesame.

Climate zones and underground water basins:

The State covered by five climate zones: Both desert & semi desert zones cover 64% of the state land and occupied only by 14% of the State population; Dry zone cover 20% of the State land and occupied only by 23% of the State population; Semi dry sand and semi dry clay soil zones cover 16% of the State land and occupied by 63% of the state population. (See the map on the right site)



Also there is four underground water basin namely; (i) Nubian desert basin in the western part of the State; (ii) Nubian Nile water basin at North East part of the state; (iii) Bara and Umrawaba water basin located in the south part of the state; (v) Alsaata water basin located at the board South East in Sheikan locality. (See the above map on the left site for underground water basin and water catchments).

The impacts of climate change.

During the consultation meetings people mentioned that both environmental degradation and the negative use of natural resources by human being caused in productivity decrease for agricultural crops and livestock which badly affected peoples livelihood patterns and increased ranges of poverty among state population. However it seems the level of information for local people on weather, early (flood) warning, climate-smart agriculture is very limited, although they mentioned some families in the northern part of Bara locality left their villages because of sand movements to their houses.

Studies conducted by State Ministry of Production and Economic Resources in febrauray2021 reflected the main root causes of environmental degradation as:

- Since the last 10 years there is noticeable utilization of local material for housing in both urban and rural areas which contributed negatively in decreasing the vegetation cover around settlement areas.
- Poor application of laws, legislations and absence of coordination between Government institutions and native administrations concerned to protect natural resources.
- Climate change impacts, including rains fluctuations and heavy flood in some years affected the desert and semi desert zones which represent 63% of the state land caused deterioration in soil and natural resources.
- Rapid movement of traditional farming towards pasture and forestry lands.
- Traditional agricultural practices have contributed in soil degradation
- Desert extension towards south affected negatively the fertile land for agriculture and rich pastures lands at Barra landscape.

Stakeholders Consultation meetings:

In response to the discussions between Netherland Enterprise Agency (RVO) and SOS Sahel Sudan to select the late as mediator organization (hub) in the context of the RTF program, SOS Sahel Sudan conducted comprehensive stakeholders' consultation meetings at North Kordofan State in the period 4th to 8th September 2022. The consultation was mainly to introduce RTF program guidelines, including objectives, strategies and approaches in order to identify jointly potential landscape and develop proposal aiming to make community more water secured and resilient to climate change through providing support to community water security and climate adaptation initiatives (small grants), knowledge development and sharing and linking these initiatives to state and national levels development policies and strategies.

The consultation meetings conducted with UN agencies, government departments and CBOs At north kordofan State, namely with (i) FAO (ii) Humanitarian Aid Commission (HAC), (iii) Shiekan and Bara local government Authorities, (vi) Sate government consultant for Water (V) number of community based organizations (CBOs). All the above stated meetings were preceded by brief presentation on RTF program guidelines, including the approach, aim, strategies and RTF identification for landscape as introduction for the following agenda; (i) Ongoing projects for UN agencies, international institutions and NGOs projects at the state; (ii) The situation of water security and the impact of climate change; (iii) And the appropriate target and location for Community –led Initiatives for IWRM and climate resilience project based on the RTF aims and strategies presented.

There are 6 UN agencies working in the state (FOA, WFP, UNHCR, UNCEF, WHO and UNFPA). All working in other sectors, except FAO working in the water sector and has two project, the first project aiming to build community capacity against climate change, while the second about "Enhancing adaptive capacity of local communities and restoring carbon sink potential of the Gum Arabic belt". The first project at Rahad and Sheikan localities ending in December 2022, while the second project cover the gum Arabic belt in three localities (Shiekan, Arahad and Um-rowaba) duration 4 years from 2022 to 2026. And there are three international institutions funding projects at North Kordofan State (IFAD, World Bank and African Bank for Development). All are funding education and health projects, except African Bank for development funding water security activities, mainly upgrading 840 hand pumps to mini water yards for farms irrigation purposes all over the State and construction of water pipeline and water network in West Bara and Shiekan localities.

Also there is Ten NGOs working at State (Plan Sudan, Save the Children, and Islamic Relief, Islamic Alliance worldwide, Near East Foundation, IAS, Qatar Red Crescent, Direct Aid Association, SOS Sahel Sudan and Optical Charity) none of them working in the water sector, except Plan and Qatar Red Crescent. Plan Sudan work in water sector at Gabrat- Elshiekh, Sodari, Umdam and west Bara localities, while Qatar Red Crescent work in the sector through upgrading 8 water yards at Bara, West Bara, Umrawaba, Elrahad and Sheikan localities.

It has been clearly stated that during the last 50 years the state has witnessed environmental deterioration and climate changes particularly, drought episodes of 1984/85, 1990/91. And consequently 50% of tree cover was lost, soil deterioration (> 50% are deserted). Productivity decreased and conflict over resources caused displacement and migration of people to urban gatherings. Also CBOs members expressed that since the last 5 years the water level in the wells in Bara locality deepened approximately between 2 to 3 meters. Furthermore African Bank for Development signed agreement with State government to provide water for West Bara locality through drilling Wells in Bara locality and installing water pipelines. The community in Bara locality expressed that the existing underground water in their locality is not enough and demonstrated against this project.

The previously selected water catchment located between Sheikan and Alrahad locality fall in the gum Arabic belt, which is in the center attention of FOA project that cover Shiekan, Alrahad and Umrawaba localities, therefore we

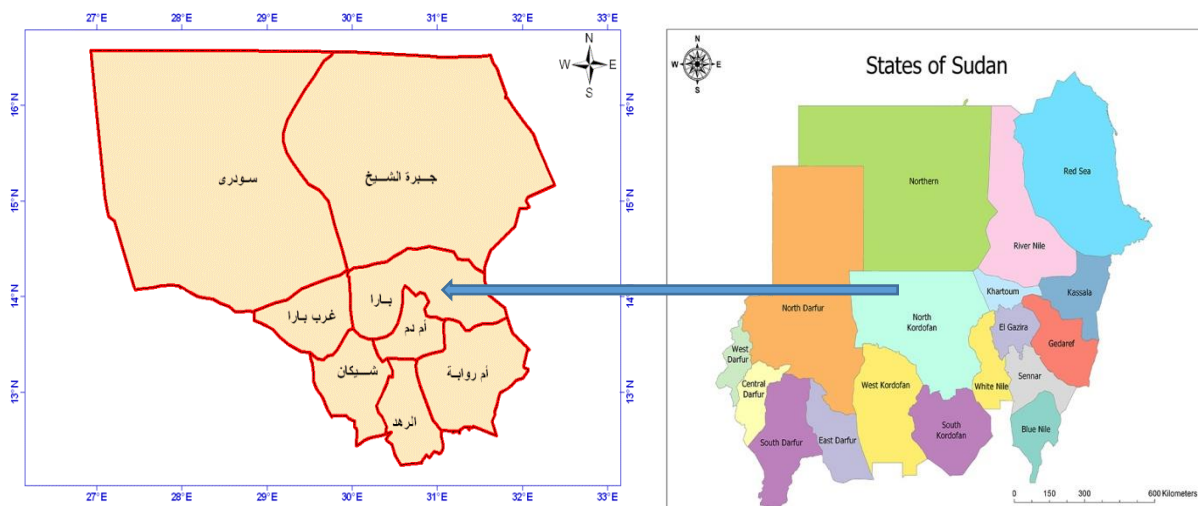
have discussed other options with stakeholders in the light of RTF approach, strategies and definitions for landscape. All Stakeholders consulted, including CBOs, community leaders, local government authorities and Humanitarian Aid Commission (HAC) assured that Barra landscape is the most appropriate location for this project for these reasons:

- It is the most affected area by climate change impacts such as soil degradation and desertification.
- There is a conflict between different community groups over natural resources, especially water for drinking and agriculture.
- There is under ground water basin known as Barra water basin shared by all.
- The area is not under any attention of any program so far.
- The communities are well organized under native administrations, despite the weak CBOs/CSOs there.
- The area is stable, accessible and SOS Sahel have experience working with the communities there

3.2 Barra landscape (Project target landscape) Location, People, Livelihood

The project specific geographic landscape/area of implementation is Barra locality in the central eastern part of North Kodofan state. Geographically, Barra locality is located between latitudes 13: 18 – 14:40 degree north, and between longitudes 28:45 – 31: 48 degree west. It shares border with White Nile state in the east, Umm Ruwaba locality in the south, Jabrat el-Sheikh in the north, and Barra West locality in the west (Map 2).

Map (2): Location of Project Area: Barra Locality

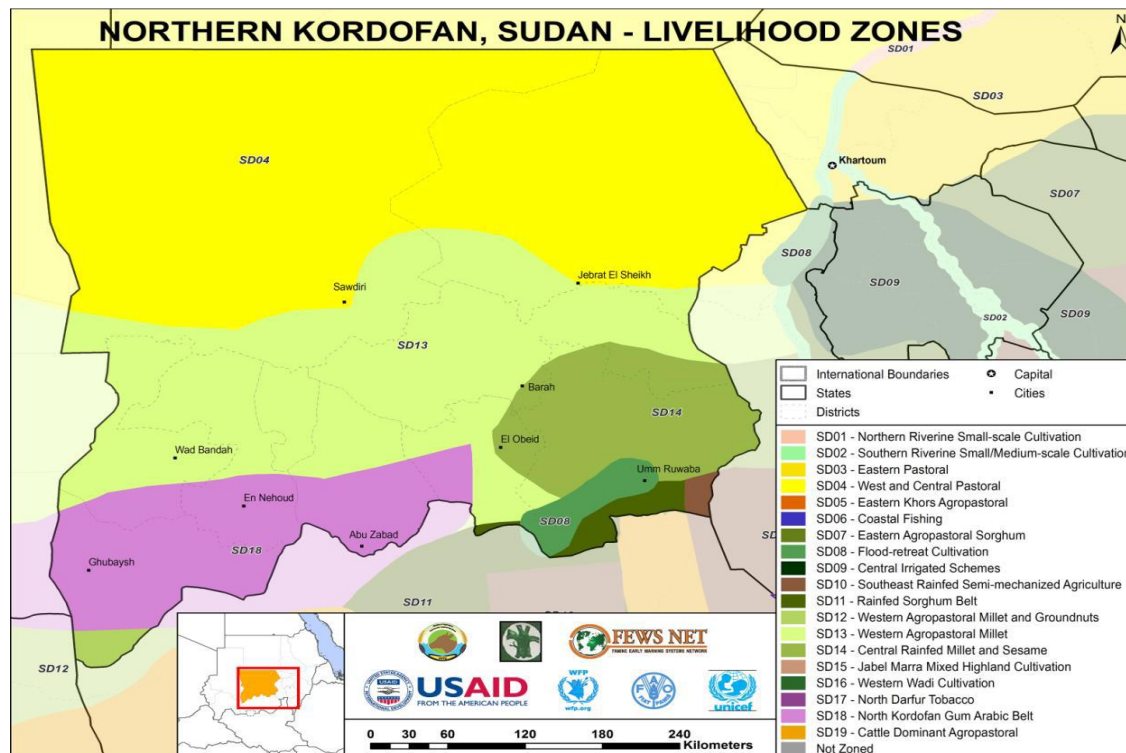


Administratively, the locality is divided into five administrative units of Um-Sayala, Um-Garfa, Um-Jirayjikh, Barra town, and rural Barra. It is total area amounts to about 13,000 square km while its population is estimated in 2022 at 253,998 (117,767 M & 136,229 F) persons of which 95.1% are rural practicing subsistence economic activities, namely traditional farming and animal grazing.

Ecologically, Barra locality is part of 'Central Rain fed Millet and Sesame Agro-pastoral' and 'Western Agro-pastoral Millet Zones' (see Map 3). Barra area is characterized by infertile soil associated with rainfall ranging between 300-350 mm per year but with high degree of variability, therefore, unpredictability each year. Millet, sesame, watermelons, hibiscus and Gum Arabic are the main agricultural products in the area but with large fluctuations in productivity and production per a household between years due to fragile ecosystem, fluctuations in rains and

traditional agronomical practices. Vegetables including tomatoes, onions, chili peppers and pumpkins are also grown in the area. However many farmers to adapt with fragile eco-system and fluctuations started to depend mainly on rain fed agriculture , breeding small animals (goats and sheep) and sale or rent part of their lands to merchants and investors who have the financial capacity to fence and utilize underground water to cultivate cash crops such as horticulture and vegetable. Fewer better off households own numbers of cattle and camels because of the high cost of their fodder and water during the dry season.

Map (3): North Kordofan Livelihoods Zones



Source: Famine Early Warning Systems Network, 2013

Wealth is chiefly determined by the land area cultivated and by livestock ownership. There is no land shortage, and all households cultivate relatively large areas to compensate for the low productivity of the soils. The area cultivated depends on the availability of animal traction and the cost of maintaining or renting livestock for ploughing, which is not affordable for the poorer group in the community. The poorer households, therefore, supplement their production with casual agricultural employment, herding, gold extraction and self-employment including brick making, construction, and the sale of fodder.

4. Rationale: justification of the intervention, needs:

The extreme unpredictable climatic changes associated with frequent pronounced drought, loss of productivity of agricultural, loss of livestock and surface water scarcity are some of persistent problems facing local communities in north kordofan and specially north parts of Bara locality. These physical conditions both economic risks and vulnerability to the relatively disadvantage households in the area. Poor management of water and the

impacts of climate change have subsequent effects on livelihoods of rural communities as it directly affecting children education, health and production. Limited water infrastructures close to settlements and production areas make a further burden on local communities. The burden falls particularly on women and children who are normally responsible of collecting water for domestic use but also consume most of time of adults who work on gum arabic production. This action therefore presents a timely intervention to prevent further suffering of women and children in Bara locality and to avail time for men to increase their agriculture and livestock production which in turn will be reflected on improving livelihood of the whole families.

The North Kordofan State's policy supports water interventions for those in the poorest Localities in the State because people are suffered from both quality and quantity of water as well as impacts of climate changes such as rain fluctuation, flooding and drought. The State is prioritising water interventions that include components aimed at rehabilitating existing facilities as well as construction of new resources. This project therefore demonstrates a direct fit with the State strategy.

For the first time this project put the community initiative that handling the issues of water insecurity and community resiliences and adaptation to climate change impacts at the heart of the program. This specific strategies focusing on Communities indigenous knowledge and experiences to plan and manage water security, livelihood and climate change impact resilience initiatives and linking these initiatives to decision makers at local and state level. This approach is highly needed and relevant for vulnerable communities at Bara landscape who are struggling to survive despite the rapid environmental degradation and extension of deserts towards south parts of the landscape without significant attention to their concerns from powerholders at local and State level . Due to environmental degradations and extension of desert towards south, some communities affected by huge sand movements to their houses and forced to leave their original villages. If the situation left without interventions within the next five years many villages in Bara landscape expected to disappear.

5. Impact, outcomes, outputs and targets: (will be revised further after the inception phase)

5.1 The project overall objective (Impact) is:

The project will contribute in water security and resilience to climate change for communities at Bara landscape, through supporting community-led initiatives for water management and climate adaptation actions.

5.2 The expected project outcomes are defined as:

1. Communities in Bara landscape successfully adapted nature-based water security, climate change resilience and livelihood solutions
2. Decision makers at both Bara locality and North Kordofan State committed to RTF approach and supported the community initiatives.
3. Formation of inclusive and representative community structure at landscape level for joint planning and collective action reduced conflicts over natural resources.

The basic premise of this project is that community-led water and landscape management at local level is the foundational layer of water and landscape governance more broadly. Therefore communities in Bara landscape in combination with local government – best positioned to develop solutions that are appropriate in context, attuned to local capacities and ecosystems characteristics, and are locally-owned. Through implementing the RtF approach throughout the implementation process, the following outputs are expected:

- I. Bara landscape communities & local authorities equipped with necessary information to prepare the landscape development action plan.
- II. Communities and Local Government Authorities (LGAs) at Bara landscape understood their local context, interest of different Natural Resources (NR) users, clearly defined their priorities and developed landscape action plan.
- III. Communities and Local Government Authorities awareness increased in water security and climate change issues.
- IV. Community-led Initiatives for water security, livelihood, Resilience of climate change impacts successfully implemented.
- V. Knowledge produced and documented, including best practice, lessons learnt, and success stories. .
- VI. Several dialogue events for advocacy organised at both local and State level to influence policies and developments plans.
- VII. Community-led initiatives will reduce sand movements towards settlements and desertification.

5.3. Project target population:

The project will be implemented in Bara landscape, North Kordofan State covering 5,000 householders (30,000 individual) as direct beneficiaries, but the total population of Bara which is about 253.997 persons will benefit too as indirect beneficiaries, of which 95.1% is rural practicing subsistence economic activities, namely traditional rain fed dry land farming and rearing of livestock, particularly sheep. These two traditional economic activities provide poor households with subsistence as well as cash incomes. The communities have their own traditional structures (native administration). Also there are some CBOs formed by the communities in some villages during the previous SOS Sahel economic empowerment interventions for the purpose of managing community based revolving fund. Therefore for the purpose of this project it is important to work with the existing community structures and encourage them to form inclusive umbrella or network at landscape level to attain internal cooperation and coordination to advocate and lobby for their rights to influence decision makers at locality and state level. However the actual direct and indirect beneficiaries will be verified during the inception phase of the project.

5.4. Project implementation approach/Strategies

SOS Sahel Sudan knowledge of local context including communities cultures and attitudes as well as her experience in facilitating community based projects will be used as an added value to the RtF implementation approach which will be applied through responding to community requests that contribute in improvement of water security, livelihood and reduction of climate change impacts at Bara landscape. The whole approach will be driven by the community in collaboration with other stakeholders, based on existing knowledge, experiences and interrelationships. In order to facilitate the whole process of project implementation properly, SOS Sahel Sudan project team need first to understand and digest perfectly the philosophy of RtF as approach and strategies

required throughout the process of implementation. To work towards the two main outcomes the programme follows four distinct but interconnected strategies:

1. *Capacities to Support community ownership and community-led development.*

To ensure locally-led adaptation and ownership, SOS Sahel Sudan will facilitate joint meetings, sessions and workshops for the target communities structures and other stakeholders such as local government authorities and private sector in Barra landscape to conduct self-assessments to enable them ;(i) Understand internal and external context(ii)Understand different interests of different stakeholders/ Natural resources users.(iii) Identify challenges and knowledge gaps.(v) Visioning, prioritizing and developing landscape joint development plan. All the above actions will be facilitated using SOS Sahel experience in enabling communities to develop catchment plans using IWRM approach (involving all water users at the landscape level in the process of developing landscape development plan without influencing the planning process with any specific project/programs expected). According to SOS Sahel experience in the implementation of IWRM approach, issues such as conflict of interest, fears, challenges expected and questions raised by the participants during the landscape planning process should be reflected as stated or mentioned by the participants without any influence by the facilitators and/or attention to possible or expected solutions for that.

SOS Sahel Sudan will prepare financial and technical resources required to address challenges and knowledge gaps identified by the stakeholders to equip community structures and other stakeholders with the necessary knowledge and awareness's that enable them drive the program.

Furthermore SOS Sahel work with hired consultants to conduct baseline survey to address the physical issues such as landscape mapping, number of water resources available for different use as well as other issues required to complement the findings of the self-assessments conducted by stakeholders and facilitated by hub (SOS Sahel Sudan) at the early stages. The baseline survey utilizes maximally the existing secondary data/information and complement gaps in information using participatory data collection approaches. The findings of the baseline survey will be used by stakeholders to update landscape joint action plan.

SOS Sahel Sudan will hire and establish project office at Barra landscape to ensure formal and informal interactions on daily bases between project team and stakeholders, specially the target community to exchange knowledge, information and discuss challenges and opportunities. The permanent presence of project staff among the target community will help to build trust and develop mutual understanding around many issues, including RtF approach and conduct joint monitoring and learning.

2. *Provide support for community-led demand-driven initiatives on the ground*

With the support of RVO, SOS Sahel Sudan will develop in collaboration with project stakeholders' guidelines for community-led initiatives, including areas these initiatives will target such as but not limited to managing microclimate, landscape restoration, flood based livelihood, climate-smart agriculture and on-farm/off-farm water management as well as selection criteria. Furthermore the vulnerable community inclusion is an issue to be considered in the guidelines, whether the vulnerability on the basis of identity, gender, disability, ethnicity, religion, etc., requires attention in the scoping of initiatives, planning and implementation. The landscape joint action plan prepared by the project stakeholders, RtF program overall objectives and the specific project outcomes will be considered as frame work for community-led initiatives proposals guidelines.

Furthermore SOS Sahel Sudan will facilitate the linkage between individual initiatives at landscape level in order to reach impact at scale, support learning from each other's and replications.

SOS Sahel Sudan as a hub will facilitate to form inclusive and representative technical committee at landscape level from all project stakeholders chaired by the project manager to review and approve community-led initiatives proposals based on the pre-designed guidelines and selection criteria. The technical committee and the project team will play significant role in enabling the community structures in term of prioritisation, ownership

and providing necessary information's as well as technical support to ensure realisation of sound interventions. Furthermore the preparation and implementation the project monitoring plan will be the responsibility of the technical committee.

However during the baseline/inception phase, we expect to learn:

- How the community perceive inclusion of different community categories, age groups and etc...?
- Community mechanisms for taking care of each other's.
- And power dynamics in communities.

The hub (SOS Sahel Sudan) will prepare financial resources required for development and implementation of community- led initiatives, monitoring and learning & documentation.

3. *Facilitate exchange and learning across community-led initiatives and between their collective experiences and stakeholders that have more voice in formal decision making at landscape (local government, private sector, civil societies, development partners, etc.)*

To enhance the human and social capital of members and representatives of groups in vulnerable situations relevant to sustain the natural capital they depend on (water, landscape, ecosystem services) and to leverage that to influence formal decision making and allocation of economic capital at Bara landscape level, the project will support the production of knowledge and experiences through conducting exchange visits, documentation of success stories, lessons learned and conducting/attending forums or events to share information and learn from others at the state and locality levels.

4. *Facilitate and engage in policy dialogue at various levels*

To enable vulnerable groups identify their pathways and approaches that are relevant to context to influence policy and to ensure that the multi-tier water and landscape governance systems (including co-management arrangements with communities) functioning better. Thus the vulnerable groups' interest are equitably addressed.

The project will facilitate linkages between target community, private sector and government at both local and State level to discuss Bara landscape water security, climate change issues, water and land policies and their impact on current and future community livelihoods. This process will pave the way for possible options to reduce negative impacts as well as encourage democratic practices in development planning and implementation through organising forums for sharing information and discussing the interests of the different actors as well as support effective participation of target groups/ associations in all planning events at both locality and state level affecting their landscape.

Throughout the implantation process, SOS Sahel Sudan will coordinate and cooperate with other actors such as Government, UN agencies, International institutions, NGOs working in the sector at locality and State level to share information through the State humanitarian sector meetings and inviting for information sharing forums and events at landscape and State levels. With the support of knowledge partner who will be contracted by RVO for this purpose, we will determine the questions and products needed to support these dialogues. Also during inception phase we expect to learn more from community, the strategies and tactics they use to get things done by government or other stakeholder in order to support communities to continue and/or improve existing methods for dialogues and influence.

6. Type of interventions and implementation methods:

6.1. Type of Intervention:

The type of interventions regarding local initiatives will be defined by the community groups themselves, based on the RtF proposal outcomes stated above, landscape development plan and community-led initiatives guidelines developed by the communities under the facilitation and technical support of the hub (SOS Sahel Sudan).

6.2. Step by Step Implementation methods:

To apply the RtF approach and strategies, the following step by step implementation methods will be applied:

1. Introduce the program approach and Strategies to the community and other stakeholders (local authorities and State government). RtF is community driven approach (all project interventions on the ground should be implemented and managed by community grass root organizations, SOS Sahel and the other stakeholders are only responsible to provide financial and technical support). Also reflect the challenges that may face the RtF approach such as dependency driven mindset of communities, long experience of applying top down approaches and difficulty to think outside the box.
2. SOS Sahel will support the communities to organize themselves in to grass roots organizations able to identify the requirements/needs of their communities and have the basic skills and willing to implement and manage small projects addressing these needs (This include the existing CBOs).
3. Also SOS Sahel facilitate the process of inclusive and representative technical committee formation at the landscape level, where all community grass roots organizations are represented plus technicians from local government. Having inclusive and representative community umbrella at landscape level is important for cooperation, coordination, learning from each other's, information sharing, lobbying and advocating for their rights and etc..., however the grass root organization only have the right to form such umbrella and determine it is role and responsibility without any influence from outside.
4. With the participation of all stakeholders including community grass roots organization, technical committee, RVO, local government authorities and Humanitarian Aid Commission (HAC), guidelines for local initiatives proposals will be developed and shared with community structures. Community or government contribution in the local initiatives will be considered as advantage.
5. In consultation with community grass root organizations will agree on documentation method applicable and fit with CBO capacity for each initiative to ensure the local initiatives are properly implemented, managed to attain the required objectives and document lessons learnt.
6. Biannual meetings will be organized and all project stakeholders including RVO will be invited to participate in order to review the progress of local initiatives and accordingly review project proposal, budget and plan for the next year.
7. The hub(SOS Sahel Sahel) will prepare clear TOR for SOS Sahel project team to ensure their participation on the daily bases with the community grass roots organizations to monitor local initiatives implementation process and to provide all necessary support (technical and managerial, including finance management) to enable them manage their initiatives smoothly.
8. Through the joint monitoring process with community grass roots organizations and technical committee, identify issues for dialogue within the community and with other stakeholders at locality and state level

for the purpose of handling challenges, sharing lessons learnt and influencing policies or development plans, through organizing forums for that purpose.

9. Coordinate and cooperate with RVO to exchange lessons learnt and knowledge at national and regional level with other RtF programs.

7. Organisation:

- a. **Internal: team, expertise, coordination, governance, fund management, accountability, reporting, communication.**
- b. **External: who to collaborate with and how to seek leverage to upscale for landscape impact.**
- c. **Has the organisation identified any capacity gaps to fulfil its role as hub? How will it address these gaps? How could RtF support in these gaps?**

SOS Sahel Sudan will set up special office for this project at Barra landscape to ensure full time facilitation and monitoring of project interventions. The project will be managed by two expert staff (manager and finance officer) with the support of two community mobilizers who will be recruited for the purpose of overall management and facilitation of the project interventions, with special focus in community mobilisation, managerial and financial monitoring of local initiatives, linking community-led initiatives to related local and State government to ensure sustainability and technical support and tracking knowledge production, lessons learned, success stories, documentation and sharing. The project team will be supported at the field level by SOS Sahel Area Manager as well as representative technical committee shall be formed from project stakeholders for the purpose of review, provision of technical support, approval and monitoring of local initiatives. The technical committee will be chaired by the project manager. Also additional 4 Project support staff will be recruited (One driver, two guards, and one cleaner) all staff contracts will be charged partially against the project budget, except the project manager, community mobilisers and the driver. (See annex(2) project budget).

The project team will be packed up by SOS Sahel technical senior managers at the headquarter office in Khartoum (mainly Program development manager, head of program, logistic manager and finance manager) who will be responsible to provide technical and managerial support to ensure project implementation strategies, approaches, financial and procurement procedures are followed.

The project management team is responsible for day to day intervention management, coordination and cooperation with stakeholders at Barra landscape and state levels to ensure project interventions are planned and implemented smoothly and on time as well as providing both program and financial monthly, quarterly and annual action plans and reports to organisation headquarter in Khartoum for check. Special and simple narrative Reporting format will be prepared for the use of SOS Sahel team during the inception phase to monitor the implementation process of RtF approach in order to know what has been worked well and what not and why? And response accordingly.

Furthermore the project management team with the support of SOS Sahel senior staff at the organisation headquarter responsible to conduct necessary communication and coordination with stakeholders at locality, State and with RtF program management level to share challenges and opportunities as well as for leverage to upscale for landscape impacts.

Throughout the implementation period, the project team and stakeholders technical committee facilitate annual review events to open space for communities to review annual performance, including challenges, opportunities, lessons learnt as well as decision making process and develop joint action plan for the next year in order to review the project document if needed and seek support from stakeholders including RtF if required. The whole process will be planned and managed by the target community and facilitated by SOS Sahel Sudan (putting communities in the driver seat).

8. Resources: means needed to realise the objectives.

The following are required resources and means needed to implement the project:

1. One Vehicle.
2. Office equipment (Three Laptops)
3. Office furniture (chairs , tables and tools)
4. One digital camera

9. Budget: financial translation of resources.

Eligible costs may include:

- a. **Man days own staff (i.e. staff on payroll)**
- b. **Costs related to third parties (based on invoices), including hired external staff**
- c. **Costs related to local projects (based on project proposals approved). RtF has the ambition to spend 70% of the budget on local initiatives.**

Based on the local context, the requirements for water security, livelihood and resilience of climate change impacts initiatives may not be cheap; therefore the 70% of the proposed budget will not cover many community-led initiatives. Also the 30% of the budget will not be enough to cover operation of the Hub for four years, per in mind that SOS Sahel Sudan currently has no other projects in the target landscape. However SOS Sahel will cover 50% of the following costs for the first year from other projects in North Kordofan State and will continue to seek fund to cover the rest of the remained period:

- Office running costs, including office rent.
- Administration staff, including guards, cleaners and finance officer
- Therefore we propose Euros 1,000,000 (Budget break down attached as annex 2.)

10. Planning in time

- a. **Include an inception phase of 6-12 months with a specified agenda.**
- b. **The project is to be fully implemented before December 31st, 2026.**
- c. **Include a longer term outlook with a time horizon up to 2030.**

The RTF approach is new for the country and stakeholders including government and communities, therefore it needs time to be adopted, especially by communities and government as a key partners, bear in mind that top down approach is currently domain in the environment.

The project will be implemented in four years (as first phase) starting from 2023-2026 with inception phase of Nine months.

By the end of the first phase (4 years) we expect to produce evidence based positive change on the landscape , lessons learned and experiences to be used to expand or replicate the program for further benefits of the vulnerable people in the country and advocate for RTF approach to be adopted by the Government and other development actors including donors . See inception phase planned (Annex3)

11. Assumptions, risks and risk management

Risk	Level	Impact	Risk Mitigation measures
Tribal conflict over natural resources	L	H	Based on RTF approach, the project is driven by community, therefor it is easy to know early enough any possible tension and do preventions of escalation through community associations with the support of SOS Sahel as a hub and local authorities. Conflict sensitivity and DO-NO- Harm approaches will be considered at all community initiatives that will be supported by the project. Strong links between community grass root organisation at the landscape level and between them other structures at locality and landscape level will contribute in reduction of these conflicts.
Political in stability, result in changes/turnover in the local government.	H	L	The new local government authorities will be updated by the community structures at locality level and SOS Sahel Sudan and furthermore these efforts will be backed up by the project Steering committee at the State level.
Natural disasters: Flood and droughts	H	H	Urgent communications with RVO to determine the appropriate response. Rapid assessment and share the information with humanitarian actors at State and National level to ensure timely support. The project can contribute in reduction of natural disasters impacts, through the budget allocated for community initiatives, if the CBOs requested to support such initiatives.
New COVID-19 wave lead to travel restriction	L	H	Solid monitoring of the situation. All staff are trained on prevention measures. Reminders of COVID Preventive measures will be disseminated during community meetings. SOS Sahel has acquired extensive experience with remote working modalities for coordination, implementation and coaching.
Weak CBOs capacities management the financial contribution to community initiatives	M	M	SOS Sahel Sudan and project advisory committee will provide technical and managerial support to CBOs.

12. M&E indicators

M&E indicators will be finalised during the inception phase, after the baseline survey, preparation of landscape development plan and guidelines for community-led initiatives.

13. Environmental and social responsibility

SOS Sahel Sudan has well trained staff in protection and bottom up approaches including DO-NO-HARM. Also there will be further attention in project monitoring and evaluation throughout to ensure no harm done to human, animal and nature. Furthermore the project will apply the following approaches to avoid these:

- The project will introduce and apply INRM approach.
- Inclusion of all vulnerable groups in community structures at administration units and landscape levels.
- Representation of relevant technical government departments in the technical committee at Barra landscape level to provide technical and managerial support where ever needed.

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