


ES/NFI SECTOR STRATEGY

2017



STRATEGY STATUS	VERSION	STATUS	EFFECTIVE DATE	
	2.0		2017	
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I. INTRODUCTION

Sudan continues to be affected by armed conflict and natural disasters (floods and fire), resulting in the displacement of a large number of people, the most vulnerable being women and children that need basic life-saving shelter and non-food items assistance to prevent vulnerability to malnutrition and disease. The conflicts in Sudan are complex and protracted. The prolonged conflict in Darfur reflects longstanding competition over land and resources, with over 2.5 million people displaced. This includes protracted IDPs that have been relying on humanitarian assistance for more than a decade and this is expected to continue as return to areas of origin is not possible due to continued insecurity and conflict. In 2016, North and Central Darfur saw significant new displacement caused by conflict in Jebel Marra. Humanitarian support to people living in protracted displacement continues to play a critical protection role. Security, lack of basic services, livelihood opportunities and infrastructure in potential areas of return remain a major challenge for returnees in Darfur with the corresponding effects on health.

The overarching objective of the ES/NFI sector in Sudan is to save lives and provide protection from life-threatening diseases, malnutrition and restore some dignity to persons of concern (PoC). This is done by ensuring they have access to basic domestic items and shelter solutions that provide privacy, security, protection from the elements, and a space to live and store belongings in a dignified manner.

Given the protracted nature of the conflict in Sudan, the ES/NFI sector has adopted a two-pronged strategy which includes: (a) continuing with the provision of emergency shelter and non-food items to populations affected by conflict and disaster (internally displaced people – new and protracted; host communities), returnees, and other vulnerable populations; and (b) to facilitate durable solutions in Darfur with the provision of environmentally friendly shelter solutions and capacity building for their construction with a view to reducing aid dependency, increasing self reliance and reducing damage to the environment to the bare minimum. Building on lessons learned from partners already engaged in the provision of transitional shelter, the strategy will promote adherence to agreed standards and best practice by all sector partners. Additionally, self-reliance and early recovery will be promoted by engagement and training of IDPs/returnees in income-generating livelihood activities (e.g. production of shelter/NFI components such as stabilized soil bricks, woven grass mats, sleeping mats and training in building and construction techniques) and soft skills and ensure effective links with other sectors, for a more holistic response. This would include integration of cross-sectorial priorities such as protection, gender and environment.

Since ES/NFI items are not intended for long-term use, vulnerable protracted IDPs including persons with specific needs will be provided with needs-based renewal ES/NFIs. Based on the HNO and previous displacement trends, an estimated 1.5 million people will need ES/NFI assistance across Sudan in 2017. The sector, which includes some 35 partners, targets 650,000 people in need, including 300,000 newly displaced due to conflict/disaster; 150,000 of the most vulnerable protracted IDPs and 200,000 returnees/reintegrated PoCs.

Multi-Year Humanitarian Strategy (MYHS) 2017-2019

Emerging life-saving needs are expected to continue in the next three years, requiring the sector to respond to newly displaced populations with the timely provision of ES/NFIs. As such, under Outcome 1 of the MYHS, the sector will respond to the needs of newly displaced people in line with the Emergency Response Framework for Sudan (endorsed by the HCT in November 2015). As an initial intervention for people fleeing their area of origin due to conflict or natural disaster, communal shelters will be provided at the site of displacement to protect older people and pregnant and lactating women and children from the elements while they await registration and verification. Once verified/registered, PoCs will be provided with ES/NFIs based on assessed needs. As such, the sector will ensure that newly displaced persons in need have timely access to basic emergency shelter and domestic items to mitigate health threats and to sustain/improve living conditions.

Under Outcome 2 of the MYHS, the ES/NFI needs of the most vulnerable protracted IDPs and returnees will be met through the provision of renewal NFIs and emergency shelter material or transitional shelters depending on land tenure. Additionally, self-reliance and early recovery will be promoted by engagement and training of IDPs/returnees in income-generating livelihood activities (e.g. production of shelter/NFI components such as stabilized soil bricks, woven grass mats, sleeping mats and training in building and construction techniques) and soft skills.

Cross-cutting themes

Humanitarian Protection will be mainstreamed across all ES/NFI activities in close collaboration with the Protection Sector to ensure that sector activities are implemented with consideration of beneficiary protection needs. The Protection Sector will also be consulted on integrating initiatives to address Gender-Based Violence in ES/NFI interventions. Accountability to Affected Populations is emphasized through the gender and humanitarian protection lens, to ensure that the needs of women, girls, boys, men and persons with specific needs are considered. The sector will ensure that specific needs are addressed by involving beneficiaries in assessments, distribution of NFIs/shelter items. Open channels of communication for feedback, complaints and information sharing will be established so that assistance is delivered within the principles of neutrality and 'do no harm' and ensuring the safety of all beneficiaries.

ES/NFI partners must ensure that distribution sites are safe and accessible for all groups and that distribution times are appropriate, and must be aware of the code of conduct and oriented on the prevention of abuse/exploitation of beneficiaries. Host community assistance must be considered in needs assessments to avoid tensions between IDPs and host communities. Differences in the amount/content of NFI packages on the basis of need, must be clearly communicated to, and understood by the beneficiary community. Environmental concerns will be addressed by ensuring that beneficiaries are aware of the impact of ES/NFI activities on the environment and effective mitigation measures, such as recycling/reusing old NFIs and the reduction/safe disposal of packaging material.

Inter-sectoral initiatives and collaboration

The ES/NFI Sector will continue to work with other sectors (e.g. WASH, Health) in the distribution of NFIs to avoid overlap in commonly targeted areas. The sector will collaborate with the Protection Sector in the identification of the most vulnerable protracted IDPs who continue to require ES/NFI assistance. Contributing to UNDAF Outcome 1, the sector will work with the FSL Sector to address the needs of protracted IDPs and with the RRR Sector in targeting returnees to increase the provision of livelihoods activities. The provision of appropriate shelters will provide a safe place for lactating mothers to feed their babies and improving their nutritional status, while the provision of relevant NFIs such as jerry cans will allow for the safe storage of clean potable water, and a kitchen set will ensure that mothers are able to cook the dry rations provided by the FSL sector. The sector will continue to engage and work closely with RCF on interventions in locations with mixed populations, ensuring that the quantity and quality of ES/NFIs provided to an IDP or refugee household in a mixed population is the same, to avoid resentment between groups and adhere to the Do No Harm principle.

Advocacy

The sector will develop key advocacy messages with the help of the Inter-agency Advocacy working Group (IAWG) to highlight sector activities continue to advocate with the Humanitarian Coordinator, national authority and donors towards gaining access to populations in need, and funding to cover gaps in emergency response and preparedness. The sector will advocate for funding to promote the delivery of transitional shelters and training to encourage self-reliance and reduce aid dependency towards early recovery and development.

Guiding Principles

In September 2015, the Sudan Humanitarian Country Team (HCT) endorsed a set of Minimum Operating Standards (MOS) to guide members of the HCT and their respective constituencies in delivering effective and principled humanitarian assistance across the country, both in areas controlled by the Government as well as the armed movements. The standards are firmly rooted in the existing international framework for humanitarian action.

In delivering ES/NFI assistance, sector partners confirm their commitment to put people in need at the center of humanitarian response, ensure principled humanitarian action, and maintain the highest standards of accountability

- Cross cutting issues include: protection mainstreaming, gender equality, environment and accountability to affected populations. These must be considered in all stages of the project cycle (*see Guidance Notes on Humanitarian protection for guidance*).
- Provision of lifesaving emergency shelter and NFIs to all verified newly displaced people of concern identified to be in need and focusing on households
- Provision of lifesaving emergency shelter and NFIs to protracted persons of concern identified to be in need and focusing on the most vulnerable households with least self-reliance
- Ensure the safety and dignity of beneficiaries, avoid doing harm and ensure equity of distribution.
- Ensure safe and unhindered access to the delivery of assistance without any discrimination of people in special need.
- Ensure availability of mechanisms through which beneficiaries can address concerns and complaints
- Ensure beneficiary participation in the identification planning, design and implementation phases of emergency and transitional shelter provision
- Ensure all emergency transitional shelter projects undertaken by sector partners and shelter design are appropriate to the context
- Transitional shelters are provided to returnees and protracted IDPs in locations outside of camps where land tenure is deemed not to be an issue.
- Wherever possible ES/NFI interventions should support local economies and livelihoods to ensure sustainability and maximize a positive impact on the local economy.

II. COORDINATION STRUCTURE

At state level, the sector is represented by field coordinators (focal points) who liaise closely with the national coordinator to ensure an adequate preparedness and response. Through the sector approach, the ES/NFI sector ensures the provision of accountable, predictable, transparent and reliable response to all people of concern in Sudan assessed to be in need of ES/NFIs.

Sector coordination meetings are convened by on a regular basis bringing together UN agencies and NGOs with local authorities in an effort to coordinate, harmonize and improve the provision of ES/NFIs. The meetings are chaired by the National Sector coordinator in Khartoum; UNHCR field coordinators in Darfur and Kadugli (state-level) and partner NGOs in locations where there is no sector lead agency presence e.g. Blue Nile State. The meetings provide an open forum for discussing coverage of beneficiaries, activities implemented, gaps that need to be coordinated, plans to cover unmet needs of targeted beneficiaries, best practices, and minimum standards that guide members in the provision of NFIs and shelter-related interventions. The meetings also discuss issues with NFI CP operations, such as transporter delays or damaged items. The Sector Lead and the field ESNFI focal points ensure that information and recommendations discussed at sector meetings are shared, raised or disseminated in other meetings as appropriate.

To ensure effective coordination for a more holistic response, the ES/NFI sector is an active member of the ISCG (Inter Sector Coordination Group) working closely with Protection, WASH, Health and RRR sectors and also participates in state

and field level humanitarian coordination forums. Sector partners work closely with the field coordinators and OCHA to monitor emergencies and conduct assessments for appropriate sector based response.

Sector Partners

Partners operating on the ground in the field are the vital link to the beneficiaries, as they take the lead in assessments, distributions and monitoring. Partner organizations must be recognized by the local governmental authorities as humanitarian actors and include UN agencies, international and national NGO's, and other international organizations.

Strategic Advisory Group (SAG)

The sector established a Strategic Advisory Group late 2016, to endorse key documents, guide the selection and prioritisation process for projects for the Humanitarian Response Plan and pooled funds and advise on the need to set up technical working groups and advise on the results presented. The SAG also advises on other issues and contributes to advocacy messaging for the Sector.

Technical Working Groups (TWiGS)

Technical Working Groups (TWiGs) are established and provided with Terms of Reference by the ES/NFI sector SAG on an ad-hoc basis as is deemed necessary. The Sector Coordinator appoints a Focal Point to facilitate the work of the group. Such groups have a limited life-span and are dissolved once the outputs outlined in the TORs have been achieved.

The composition of a TWiG is based on available technical skills, interest, and capacities from among the UN agencies, non-governmental, and governmental actors. The TWiG Focal Point is responsible for updating the SAG on status of work-in-progress. Final outputs/recommendations of the TWiG are presented to sector partners at the next coordination meeting for feedback and comment. Once the SAG has endorsed the recommendations of the TWiG, sector partners are expected to apply the recommendations. The following TWiGs are currently established: (1) Vulnerability Criteria; (2) Disaster Risk Reduction; (3) NFI Procurement; (4) Shelter Design.

III. PLANNED RESPONSE 2017

Targetted Beneficiaries 2017

- 60,000 households newly displaced due to conflict or natural disaster receive emergency shelter and non-food items for protection from the elements to mitigate health threats
- 40,000 returnee / integrated IDP households receive emergency shelter and non-food items for protection from the elements to mitigate health threats
- 30,000 number of most vulnerable pre-existing IDP households (PSNs) receive renewal NFIs for protection from the elements to mitigate health threats
- 5000 long-term IDP and returnee /integrated IDP families provided with suitable environmentally friendly transitional shelters
- 25,000 long-term IDPs and returnees /integrated IDPs are trained on construction techniques including brick making

Key Objectives

1. Affected populations have timely access to basic emergency shelter and domestic items to mitigate health threats and to sustain or improve living conditions.
2. Emergency shelter and non-food items response enhanced through effective coordination, timely information sharing and capacity building amongst all partners and stakeholders.
3. Shelter solutions: provision of environmentally-friendly and locally acceptable transitional shelter, using local/ regionally produced materials expanded, with transfer of knowledge.
4. Support for livelihoods activities and durable solutions towards reducing dependency and supporting early recovery.

Objective 1 Affected populations have timely access to basic emergency shelter and domestic items to mitigate health threats and to sustain or improve living conditions.

Timely life-saving needs-based emergency shelter and non-food items assistance to people affected by conflict and disaster, returnees, protracted IDPs/ and other vulnerable populations.

Key activities:

- Ensure emergency response capacity is maintained within the Sector with procurement processes in place at the beginning of every quarter
- Pre-positioning NFI Common Pipeline and partner stocks in strategic locations/warehouses and partner warehouses El Obeid, Nyala, El Fasher, El Geneina
- Assessments, verification & distribution of ES/NFIs to newly displaced households and vulnerable protracted IDPs

Key indicators:

- Number of newly displaced and newly returned/ integrated IDP households (segregated by age and gender) receive timely RS/NFI for protection from the elements to mitigate health threats - Target 400,000
- Number of most vulnerable protracted IDP households (segregated by age and gender) receive renewal ES/NFIs – Target 150,000
- Percentage of people (segregated by age and gender) surveyed through PDMs reporting that the ES/NFI provision addressed their life saving needs with minimal human dignity restored and health threats mitigated – target 80%.

Objective 2 Emergency shelter and non-food items response enhanced through effective coordination, timely information sharing and capacity building amongst all partners and stakeholders

Efficient planning, reporting and fundraising activities and coordinating inter-agency response.

Key activities:

- Identification of and coordination of solutions to gaps in geographical coverage.
- Collection of information on parallel pipelines and tracking distributions to avoid duplication.
- Tracking funding of partner projects to identify funding gaps for effective advocacy and fund raising.
- Coordination of the Sector Response plan and partner project sheets for the UN Humanitarian Response Plan; and participation and facilitation of the CHF process for the Sector.
- Regular sector coordination meetings held in all states.
- Capacity building sessions conducted for stakeholders.

Key indicators:

- At least 70% of gaps identified and covered
- At least 80 Sector coordination meetings held to ensure cohesive and equitable distribution plans to avoid overlaps and fill gaps
- Number of people trained on mitigation measures for reducing damage to the environment and mitigating disaster related risks

Objective 3 The provision of environmentally-friendly and locally acceptable transitional shelter Protracted IDPs, (most vulnerable), returnees in Darfur, using local/ regionally produced materials expanded, with transfer of knowledge
The ES/NFI Sector provides support with the provision of transitional shelters and capacity building for the construction of such shelters-

Key activities:

- Selection of suitable locations for intervention in Darfur where there is no land issue.
- Selection of beneficiaries among protracted IDPs and returnees with the involvement of the community through improved beneficiary selection criteria, based on needs, vulnerability and taking into account the special needs of specific categories of beneficiaries.
- Liaise with local authorities to obtain their support and to agree on selected locations and beneficiaries.
- Procurement and transportation of locally sourced shelter materials to distribution locations.
- Distribution of shelter material to identified beneficiary households.
- Train community members including men and women in the construction of appropriate shelters, with consideration.

Key indicators:

- Number of the most vulnerable protracted IDP and returnee households (segregated by age and gender) receive transitional shelter
- Number of people trained on building techniques and production of building material

Objective 4 Support for livelihoods activities and durable solutions towards reducing dependency and supporting early recovery.

The ES/NFI Sector provides support with capacity building for the income generating activities

Key activities:

- Identify local capacity for training beneficiaries in the production of shelter materials (bricks, grass mats etc).
- Identify networks of implementing partners to assess local outlets for beneficiaries to sell their products

Key indicators:

- Number of people trained on income generating activities
- Number of people able to support their families through sale of items produced.

IV. THE NFI COMMON PIPELINE

The Non-Food Items Common Pipeline (NFI CP) is the main provider of ES/NFI assistance in Darfur, and the ‘provider of last resort’ for the Rest of Sudan. Maximizing economies of scale, the NFI CP promotes supply chain efficiencies by reducing costs, avoiding duplication of efforts, standardizing items distributed, and promoting effectiveness, providing ES/NFIs to some 35 partner NGOs for distribution. The NFI CP supports lifesaving interventions for conflict and disaster-affected and returnee populations who have lost their household possessions.




Based on need assessments and with approval by the Sector, partners request stock from the NFI CP as needed to accelerate response to an emergency. The items are designed for emergency response and are not intended to be a permanent solution. Replenishment of key items (full basket or individual items) is done for vulnerable protracted IDP households based on needs identified through protection vulnerability assessments. A Standard Operating Procedure document is available to guide partners on the process for accessing the NFI CP. This document is shared with partners on a regular basis.

V. MONITORING AND EVALUATION

The ES/NFI sector requires partners to conduct on-site and Post-Distribution Monitoring exercises either with the presence of the Sector Lead Agency (UNHCR) or other partner staff, to ensure the effectiveness of the distribution methodology, safe and equitable distribution, mitigate possible protection risks during and after the distribution and measure the appropriateness of the items distributed.

Monitoring is aimed at improving overall effectiveness and accountability of emergency shelter and non-food items provision to IDPs and is a prerequisite for any distribution of assistance. Monitoring during and after distribution, as well as evaluation is carried out by teams composed of UNHCR and partner staff. Monitoring is a vital component allowing for tracking the progress of the project, according to the defined indicators and using specific forms for targets and achievements of shelter activities and decision making for future planning. Progress on project implementation is monitored through standard M&E reporting tools, and monthly progress reports. Regular site visits to check quality of construction is also undertaken.

Post-Distribution Monitoring exercises to measure the appropriateness of the items distributed, the effectiveness of the distribution methodology, and the possible protection risks encountered during and after the distributions. Regular meetings with the community members in the target areas and also with other partners including line ministries to gather their views about the project are necessary to identify flaws and the need for modifications in the implementation plan. The results, findings and feedback from all the partners (community members, line ministries and other agencies working in the area) and lessons learned in the course of the project implementation are documented for incorporation into future programming initiatives.

INTERVENTION PHASE	POPULATION GROUP	ASSISTANCE TYPE	
Emergency Phase	Newly displaced populations / returnees	Communal shelters: long shed-like structure waiting area for shelter at the sites of displacement for newly displaced due to conflict or disaster/ returnees and other vulnerable affected people	
Emergency Phase Emergency response - well coordinated life-saving response through the provision of needs based, appropriate and timely emergency shelter and non-food items in a transparent and accountable manner	Newly displaced populations /returnees	For a family/household of 5: <ul style="list-style-type: none"> Emergency shelter (plastic sheet) IDPs/returnees set up shelter using available sticks/ wood, brush + NFI kit (Cooking Sets – 1; Plastic Sheet – 1; Jerry Cans (20l) – 1; Blankets – 2; Sleeping Mats – 2). Improved emergency shelter (plastic sheet + plastic sheet/ bamboo sticks/ wooden poles, rope, grass mats / cordage: some basic material provided in areas where this is not readily available.) + NFI kit 	
Protracted phase <i>Renewal distributions- since the items provided as emergency response are perishable protracted IDPs (extremely vulnerable people and people with specific needs are provided with renewal NFIs based on assessed needs</i>	Most vulnerable Protracted IDPs	Emergency shelter (plastic sheet + shelter material) + renewal NFIs as needed from the NFI kit	
Early recovery/transitional Phase	Protracted IDPs & returnees in rural areas	Transitional shelters – SSB construction/ metal frames with grass mat and mud wall/ traditional huts. Partners provide construction materials Beneficiaries build their shelter Project supervisors provide technical expertise	