

# EXECUTIVE SUMMARY

More than 20 years of civil war in Sudan has had devastating effects on the country. It has led to loss of many lives, a ruined economy, and deterioration in the overall development of the country. It is most apparent in the physical and psychological suffering of the Internally Displaced Persons (IDPs) as well as the general population in the conflict affected areas.

The number of IDPs in Sudan is estimated at around 4 million, the highest number of IDPs globally.

Due to influx of IDPs, the UN in Sudan has identified twelve key issues to be addressed, of which the first one is, insufficient access to appropriate and quality services for health, water and sanitation, education and nutrition.

The, *UN interventions in water supply and sanitation* in 2004, was one of the most important initiatives to address these issues. In 2004, the UN conceived the Work Plan concept, to holistically address the humanitarian issues. The Work plan has been in existence since 2005. Since then, it has evolved and is now decentralized, inclusive and elaborate.

The Work Plan is a Mechanism for a holistic approach to the planning, funding, implementation and monitoring of UN and partners' interventions in Sudan. The Work Plan covers both Humanitarian and Recovery & Development activities. It has provided a forum for partners to collaborate in an inclusive, consultative and bottom up manner, giving a boost to developmental activities.

## **A. BACKGROUND TO THE STUDY**

With 2006 marking the end of the second year of the Work Plan implementation, the UN Country Team (UNCT)/ Management Team (MT), recommended that an extensive review of three sectors, one of them being *water and environmental sanitation* be undertaken, as part of the overall Work Plan monitoring and evaluation process. The objective of the review was to evaluate what the sector has achieved vis-à-vis its objectives as stated in the 2006 and 2007 UN and Partners Work Plan. The study also aimed to understand the variables affecting performance, including the effects (if any) of the Work Plan process, on coordination mechanisms and implementation. With these key objectives, the study attempted to:

1. Document key findings that would assist in strengthening other sectors.
2. Document lessons learnt and experience of best practices adopted.
3. Review achievements against the Work Plan on:
  - ◆ Water Supply (Quantity/ Quality)
  - ◆ Sanitation
  - ◆ Hygiene Promotion
  - ◆ Capacity Building
  - ◆ Institutional Linkages/ Institutional Capacity
  - ◆ Beneficiaries' participation and satisfaction
  - ◆ Recovery & Development
  - ◆ Funds

The *Water and Environmental Sanitation* (WES) sector study was assigned to STEM, Bangalore, India, covering three regions viz., Southern Sudan, Darfur and South Kordofan. These three areas are the recipients of the largest quantum of aid funding, for Humanitarian and Recovery & Development activities, through the 2006 and 2007 Work Plans. The study was carried out from the middle of January 2008 to the end of February 2008. The study was conducted through a mix of secondary data review and analysis, interviews with several stakeholders, limited field visits and surveys. The gist of the key findings and broad recommendations of the study are presented below.

## **B. KEY FINDINGS**

- The work plan has provided a formal structured framework for collaboration among partners and information sharing, as well as enabled an organised system for identifying needed and prioritised projects for funding, to be shared among donors and partners.
- With the introduction of the Work Plan concept in 2004, the planning horizon progressively increased to more than one year, enabling a strategic and long term approach, as well as improved funding.
- The WES Sector Lead, despite being experienced and competent, lacks the required technical and support staff, to perform his role effectively. Recently, this has been addressed though partly, by appointing Sector Strategy and Coordination Advisors (SSCAs).

- The present system for reporting on progress of activities by partners, through the coordination meeting, is oral and unstructured. There is a lack of consistency in the reporting. Further, it is needed to make it possible for easily rolling up and rolling down the data and analysis, at different levels or on various parameters, for tracking developments and taking timely corrective measures.
- There is no obligation on partners to report to the Sector Lead, which is a structural impediment to organised, consistent, complete and timely data generation and analysis, at sector level.
- The *water supply and environmental sanitation* component of the intervention, has been able to meet most of the requirements, particularly in the IDP and returnees' camps. During the four year period, the sector has been able to meet the increase in demand due to growing numbers of IDPs. The sustainability of the systems set up is progressively improving.
- Sustainability of the systems depends heavily on timely availability of spare parts and repair of any defects. This has adversely affected the functioning of hand pumps at some locations.
- Awareness on hygiene practices such as the use of latrines, washing hands with soap and proper disposal of household liquids and wastes exists, but this is not reflected in practices to the same extent, at the household level.
- An element of community participation and tariff contribution is visible. The value of treated water has been recognized in some communities visited, which could be an opportunity for calibrated introduction of tariffs. This would support sustainability and ownership of assets in Village Water Management Committees (VMMC)/ Village Health Committees (VHCs) and other sub-committees in the villages. These committees need to be strengthened during the humanitarian assistance phase itself, so that during the transition period of early recovery, transfer of ownership will be smoother and effective.

### **C. RECOMMENDATIONS**

1. It is recommended that a *Federation of the UN and Partners* as well as the *Program Management Office (PMO)* be formed for institutionalising the collaborative process of Work Plan preparation, implementation and monitoring. This would also enable synchronised collaborative working under a common umbrella.

2. There is a need for comprehensive integrated sectoral information systems, owned by the governments and supported by the Sector Lead agencies, This is to be in partnership with the relevant governmental counterparts to address the challenges in ensuring a systematic approach to information management at the sector level. The information has to be fed into the national planning framework in an evidence-based decision-making environment.
3. The concepts of Service Level Agreement (SLA), partner ratings, and use of Information Technology in collaborative working are proposed for introduction.
4. Capacity building of implementing partners at various levels: strategic, tactical/ middle level and operational level (field staff), working on the projects implemented by partners, and also the government, is necessary.
5. There is an urgent need to develop and introduce standard working manuals to aid in streamlining the functioning, for various categories of personnel (partners, community mobilizers, VWMC/ VHCs, SSHE, etc.). We understand that this has already been initiated. This would facilitate an organized approach to various components of the interventions and enable performance monitoring and expansion.
6. Continuity of awareness creation activities is very crucial at all stages of the work plan, not only for the sustainability of assets already created, but also to ensure desirable hygiene behaviour and practices.
7. There is a need to reschedule the timing for approval and release of funds for projects, to synchronise with the working cycle of implementing partners, particularly in Southern Sudan and South Kordofan.