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# ADRA DENMARK'S 2017 HUMANITARIAN RESULTS REPORT



June 2018

Humanitarian Partnership Agreement

This report presents the results of ADRA Denmark's humanitarian programming in 2017, funded through its Humanitarian Partnership Agreement with the Danish Ministry of Foreign Affairs.

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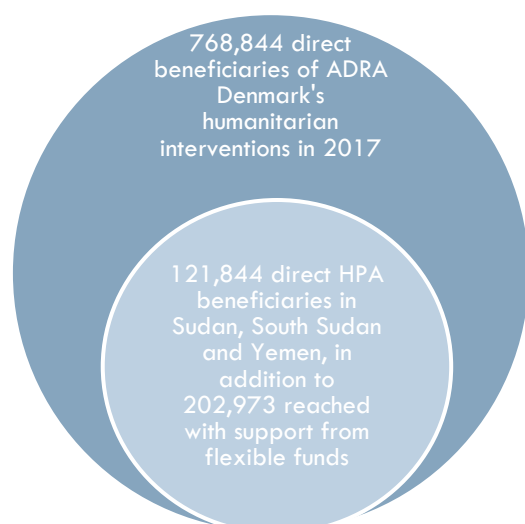
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## Acronyms

ADRA	Adventist Development and Relief Agency
ALA	ADRA Licensing and Accreditation
AQAP	Al-Qaeda in the Arabian Peninsula
BRES	Building Resilience in the Education Sector (South Sudan)
CAP	Community Action Planning
CBPM	Community Based Protection Mechanisms
CBWASAP	Community Based Water and Sanitation Project (Sudan)
CDC	Community Development Committee
CFW	Cash for work
CHS	Core Humanitarian Standard
CLTS	Community-Led Total Sanitation
ECHO	European Commission's Humanitarian Aid and Civil Protection Department
EiE	Education in Emergencies
ERT	Emergency Response Team
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FEE	Food for Education
FFS	Farmer Field School
FLP	Food, Livelihood and Protection Assistance in Aden (Yemen)
FMS	Farmer Market School
FPDO	Friends of Peace & Development Organization
FSR	Food Security and Resilience in Hajjah and Al-Hodaidah, Yemen
GESS	Girls' Education South Sudan
GoS	Government of Sudan
HAC	Humanitarian Aid Commission
HIP	Homs Integrated Project (Syria)
HPA	Humanitarian Partnership Agreement
HQAI	Humanitarian Quality Assurance Initiative
IDP	Internally Displaced People
IEP	Integrated Emergency Project (Syria)
IFAD	International Fund for Agricultural Development
INGO	International Non-Government Organisation
IS	Islamic State
MFA	Ministry of Foreign Affairs
MoA	Ministry of Agriculture
MoE	Ministry of Education
MoH	Ministry of Health
MoSW	Ministry of Social Welfare

MoU	Memorandum of Understanding
NFI	Non-food item
NGO	Non-Governmental Organisation
NNGO	National Non-Government Organisation
OCHA	Office for the Coordination of Humanitarian Affairs
ODF	Open Defecation Free
PLA	Protection and Livelihood Assistance (Yemen)
PSAFER	Protection through Safe Access to Fuel and Energy for South Sudanese Refugees (Sudan)
PTA	Parent Teacher Association
PTSC	Project Technical Steering Committee
RA	Response to Aleppo (Syria)
RARRB	Relief Assistance to Rohingya Refugees in Bangladesh (Bangladesh)
RIHA	Resilience in Horn of Africa
SAADO	Smile Again Africa Development Organization
SAHEWA	Sustainable Access to Health, Education and Water for All (Sudan)
SARC	Syrian Arab Red Crescent
SEEN	Supporting Education in Emergency in Nasir (South Sudan)
SGBV	Sexual and gender based violence
SHIELD	Supporting Households in Emergency Leap Disaster (Somalia)
SMC	School Management Committee
SPA	Strategic Partnership Agreement
SPLA-N	Sudan People's Liberation Army-North
TLS	Temporary Learning Space
TMP	Tamkeen Muzarein Project (Sudan)
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UXO	Unexploded Ordnance
VSF	Vétérinaires sans Frontières
VSLA	Village Savings and Loans Association
WES	Water and Environment Service
WFP	World Food Programme
WVI	World Vision International

## 2017 RESULTS REPORTING



The Adventist Development and Relief Agency (ADRA) Denmark has more than two decades of experience delivering humanitarian assistance in conflict affected and fragile situations as well as in acute emergency situations. Humanitarian aid makes up an increasingly important element of ADRA Denmark's organisational identity and remains a high priority in our work. In 2017, 64% of the total funds were used for humanitarian projects, the highest percentage ever.

In total, the humanitarian interventions of ADRA Denmark in 2017 reached more than 760,000 beneficiaries in the areas of water and sanitation (WASH), shelter, health, food

security, livelihoods, education in emergencies (EiE), and protection.

The 2017 ADRA Denmark Humanitarian Performance Report outlines the results of our humanitarian interventions which were supported through our Humanitarian Partnership Agreement (HPA) with the Danish Ministry of Foreign Affairs (MFA) during 2017. This report highlights some of the successes and challenges faced by ADRA Denmark and our partners.

## ADRA Denmark's overall humanitarian results

2017 was a significant year for ADRA Denmark's humanitarian programming. The humanitarian team was strengthened with the recruitment of an additional humanitarian coordinator as a consequence of the increasing focus on and funding for humanitarian projects.

The shift in funding highlights the rising needs of humanitarian assistance worldwide. We are now witnessing the highest levels of displacement on record, so ADRA Denmark expects that these growing needs will continue to gain focus and priority among donors and will work towards further expanding our humanitarian team in order to ensure adequate staff resources to support quality and timely project implementation.

In 2017, ADRA Denmark was selected to become a strategic partner of MFA for the period of 2018-21. The Strategic Partnership Agreement (SPA) covers both development and humanitarian interventions and emphasises our ongoing focus on working within the humanitarian-development nexus, often in complex and protracted emergencies and building on longer-term partnerships with a limited number of ADRA offices in Africa and the Middle East. Lot HUM in the SPA includes Syria as a new country while our interventions in Sudan have been included under Lot CIV. This is one example of ADRA Denmark's work in the humanitarian-development nexus.

Throughout the year, ADRA Denmark continued to strengthen our humanitarian profile and portfolio, emphasising fundraising and further development of partnerships with institutional donors other than Danida, in particular the European Commission's Humanitarian Aid and Civil Protection Department

(ECHO) where ADRA received increased ECHO funding to Syria and Sudan, complementing the Danida funded programmes.

ADRA Denmark also continued working towards full compliance with international humanitarian standards. ADRA Denmark is committed to the Core Humanitarian Standard on Quality and Accountability (CHS) and its nine commitments, which form the foundation for delivering accountable and quality humanitarian assistance.

ADRA Denmark was audited by the Humanitarian Quality Assurance Initiative (HQAI) in May 2017. The auditors found one major point for correction concerning complaints handling mechanisms. Since the audit, ADRA has developed a complaints handling procedure and is actively providing support and follow-up to partners in developing and implementing complaints mechanisms. ADRA has moved from the CHS certification scheme to the verification scheme and will submit a self-assessment report in July 2018. If complaints mechanisms are deemed to be well implemented in our partner offices, we may receive a certification in 2019.

The certification of the wider ADRA network will be coordinated by ADRA International, which will use a group approach to manage CHS certification. ADRA International will apply for CHS certification for the group of ADRA Country Offices that meet the requirements of CHS. For this purpose, ADRA International is currently developing a self-assessment tool for an ADRA Licensing and Accreditation (ALA) system. Country Offices who successfully meet the ALA system requirements will have the right to use the CHS certification mark.

Throughout 2017, ADRA Denmark worked with our three long-term partners in Sudan, South Sudan and Yemen with funding from the HPA with Danida. Common for all interventions was the focus on reducing vulnerability and strengthening the resilience and coping mechanisms of the affected populations.

In our response to sudden onset major emergencies, ADRA Denmark relies significantly on our relationship with the international ADRA network. In 2017, we used HPA flexible funding to support and strengthen larger network responses in Somalia, Syria and Bangladesh, reaching a wider number of beneficiaries than would have been possible with stand-alone interventions.

The HPA funded projects are included in this 2017 results report, including the longer-term partnerships with South Sudan, Sudan and Yemen as well as the three projects supported with flexible funding. The humanitarian projects funded by Danida single grants in Syria, Yemen and South Sudan will be reported on separately.

## Main humanitarian projects supported by ADRA Denmark in 2017

Country	Project	Duration	Expenditures 2017 (DKK) <sup>1</sup>	# of direct beneficiaries 2017
<b>HPA</b>				
<b>South Sudan</b>	Building Resilience in the Education Sector (BRES)	January-December 2017	5,283,000	12,014
<b>Sudan</b>	Sustaining Access to Health Education and Water for All (SAHEWA)	January 2013–December 2017	2,271,000	8,818
<b>Sudan</b>	Community Based Water and Sanitation Project (CBWASAP)	January 2015–December 2017	2,146,000	61,280
<b>Yemen</b>	Protection and Livelihoods Assistance (PLA)	January-December 2017	4,093,000	39,732
<b>HPA Flexible Funds</b>				
<b>Bangladesh/ Myanmar</b>	Relief Assistance to Rohingya Refugees in Bangladesh (RARRB)	September 2017-March 2018	421,000 <sup>2</sup>	149,460
<b>Somalia</b>	Supporting Households in Emergency Leap Disaster (SHIELD)	April-November 2017	500,000 <sup>3</sup>	6,738
<b>Syria</b>	Response to Aleppo (RA)	February 2017-July 2018	701,270 <sup>4</sup>	46,775
<b>Danida Single Grant</b>				
<b>South Sudan</b>	Supporting Education in Emergency in Nasir (SEEN)	October 2016-December 2017	4,866,000	6,259
<b>Syria</b>	Homs Integrated Project (HIP)	November 2016–December 2017	6,480,000	45,311
<b>Yemen</b>	Food Security and Resilience in Hajjah and Al-Hodaidah, Yemen (FSR)	July 2017-April 2018	3,304,000	10,990
<b>ECHO</b>				
<b>Sudan</b>	Protection through Safe Access to Fuel and Energy for South Sudanese Refugees (PSAFER)	March 2016–February 2017	1,173,000	92,978
<b>Sudan</b>	Community-Based Protection Mechanisms (CBPM)	April 2017-December 2018	1,967,000	154,334 <sup>5</sup>
<b>Syria</b>	Integrated Emergency Project (IEP) in Syria	May 2016–December 2017	10,039,000	134,155
				768,844

1 The figures exclude ADRA Denmark administration costs.

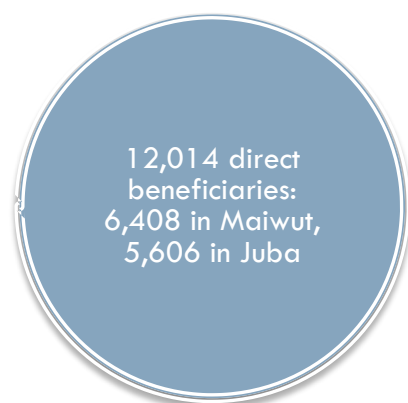
2 The project has been co-funded by various ADRA network offices, and the total budget is approximately 5.4 million DKK. ADRA DK has supported with own funds as well as 300,000 DKK from flexible funds.

3 The project has been co-funded by ADRA offices in Switzerland, Australia, New Zealand, Norway, UK, ADRA International and Rise Against Hunger, total budget approximately 3 million DKK.

4 Co-funded by various ADRA offices and LDS Charities. Total budget of approximately 3.4 million DKK. ADRA DK has supported with own funds as well as 220,000 DKK from flexible funds.

5 Estimated as project is still ongoing.

## SOUTH SUDAN



In 2017, ADRA Denmark continued to support a comprehensive education project in South Sudan. The **Building Resilience in the Education Sector (BRES)** project aims at ensuring conflict-affected children's right to quality education in emergencies (EiE). A total of 11,497 school aged children (6,402 boys and 5,095 girls) and 517 community leaders, parents and education facilitators and managers were supported during the year.

The 2017 phase was planned to continue to strengthen activities implemented since 2014 in Maiwut County, Upper Nile State.

However, due to insecurity, project activities were relocated to Juba in August 2017.

### CONTEXT UPDATE DURING 2017

The conflict between the government and the opposition continued in 2017. It involved most of South Sudan as groups and militias across the country joined the fighting parties or pursued their own agendas, worsening the security situation. Together with the scarcity of food, this resulted in a massive displacement of people. In 2017, nearly 4.3 million people – one in three South Sudanese – were displaced, including more than 1.8 million internally displaced (IDPs) and about 2.5 million in neighbouring countries. About 700,000 people left South Sudan in 2017.

The conflict, together with low oil revenues, has continued to cripple the South Sudanese economy. Inflation remained high throughout 2017, and the government has been unable to pay the salaries of civil servants, including teachers. Areas under the control of the opposition, such as Maiwut County, do not receive any government support. In an attempt to cover this gap, the opposition has continued to introduce and increase different fees and allowances from NGOs operating in the area. The government has also been creative in finding ways to cover the financial gap, for instance through an extreme increase in cost for work permits and renewal of registration and number plates for vehicles and drivers licenses.

In Maiwut County, the overall security situation remained relatively stable in the first half of 2017, and the area continued to act as a safe haven for IDPs fleeing from other counties, including neighbouring county Nassir. However, scarcity of food resulted in many IDPs and host community families moving to Ethiopia to search for food aid in refugee camps. This also resulted in irregular school attendance.

In June 2017, fighting between opposition and government forces over the control of Maiwut and neighbouring counties rendered Maiwut insecure and resulted in a large number of people fleeing into the bush or to Ethiopia. ADRA South Sudan and the other three humanitarian organisations working in the area had to evacuate their staff and halt implementation, and ADRA subsequently relocated project activities to Juba. The project area continued to be inaccessible for humanitarian workers in the remaining part of 2017.



## MAJOR ACHIEVEMENTS DURING 2017

### Maiwut

In the first half of 2017, ADRA Denmark continued supporting ADRA South Sudan's education initiative in 15 schools in Maiwut county, which is implemented in coordination with United Nations Children's Fund (UNICEF) and World Food Programme (WFP). Interventions in nine of the 15 schools are funded by BRES while the remaining six schools are funded by UNICEF. WFP contributes with food items in order to offer pupils a daily school meal.

A total of 6,100 children (target: 5,200) were enrolled and received education in the nine schools supported by BRES. The project had a dual focus on strengthening community support and commitment to education as well as improving the actual learning environment in schools.

In 2017, 67 community leaders trained by ADRA carried out community dialogues in the communities surrounding the nine schools. As a result, more children were encouraged to enrol and remain in school and the dialogues also ensured a larger engagement from community members, with parents volunteering in e.g. preparation of school meals, transporting food from WFP to schools, and contributing to school development.

Instead of working in parallel, as has previously been the case, Parent Teacher Associations (PTA) and School Management Committees (SMC) developed joint work plans and increasingly worked together to achieve objectives. With support from community leaders, PTAs managed to mobilize resources from the communities (poles, soil and manpower) to complete the construction of five temporary learning spaces (TLS) and renovation of class room blocks. This led to the accommodation of an additional 720 children in temporary classrooms, raising the percentage of children studying in protective structures from 29 to 36%. Additionally, with support from ADRA, PTAs in three schools were able to establish and cultivate school gardens, to complement the school feeding programme or to be used as a source of income for the PTAs. Due to the July crisis, the gardens were abandoned, as far as ADRA knows.

Though not sustainable in the long-term, 124 education facilitators<sup>6</sup> not covered by IMPACT<sup>7</sup> were



"My name is Rose. I am very happy for the support I have received from ADRA here in the school. One of the things that has helped me and other girls are the small bags with items that can help us clean and maintain our body so that we appear attractive as we are getting older. As you know, girls experience their own challenges monthly and we easily fear to go to school when that happens. The kit (sanitary pads) helps us appear normal."

The head teacher said that many more girls that used to pause in attending school now attend school during their period, due to the kit. Previously, they stayed at home and for many it became a factor for dropping out of school."

<sup>6</sup> The term 'education facilitator' refers to those who have formal roles related to education, such as teachers, head masters, education officers. The term is used for two reasons: 1) some of these might not have the qualifications to be called a teacher 2) to avoid that they see the incentives as a salary as a part of an employment agreement.

<sup>7</sup> IMPACT is an EU funded program aiming to pay monthly incentives to primary school teachers in South Sudan.

provided with incentives as the government has been unwilling and later also unable to pay salaries to teachers since 2014. This, coupled with mentoring support, resulted in their commitment to teach the school children in the nine schools and was thus essential in retaining education facilitators and sustaining the provision of education.

Through training and mentoring, 32 education facilitators improved their skills in handling children with disabilities or traumas. For instance, they ensured that children with sight, hearing and other physical disabilities sit in front of the class rooms and that physically disabled children are referred to appropriate organisations for support.

Finally, the hygiene situation in the schools has improved, with the school administrations taking the responsibility of keeping latrines clean, and requesting pupils to carry water with them to the school as well as engaging them in keeping class rooms and buildings clean. Cases of open defecation are reported to have been reduced due to the increased hygiene and sanitation awareness.

## Juba

The deteriorating security situation resulted in massive displacement, closure of all schools in Maiwut and evacuation or relocation of NGO staff. ADRA was forced to put all project activities on hold from July 2017, and funds from BRES were reallocated to support ADRA South Sudan's existing EiE initiative in Juba, Jubek county, which is implemented in coordination with ADRA Norway, SAADO (WFP/FFE), WFP and Stromme Foundation (GESS and IMPACT<sup>8</sup>). In Juba, selected schools are equally in need of proper facilities and materials and, as in Maiwut, suffer from poor teachers' attendance.

BRES funding allowed for the expansion of the project activities from six to a total of 13 schools. A total of 5,397 children (target: 4,600) were enrolled and received education in the seven schools supported with HPA funds.

By the end of 2017, all children in the targeted schools benefited from daily school meals. The provision of school meals has increased the attendance significantly, with education facilitators reporting that all pupils started to come to school on a regular basis. In addition, two schools reported reduced cases of illness among the children, which is assumed to be a result of the improved nutrition. ADRA also provided needed furniture (desks) and learning materials, contributing to a conducive learning environment. Examination results showed a big improvement compared with 2016.

With support from ADRA, schools have gained increased access to clean water through the drilling of two water points, each benefiting more than 1,000 children. Hygiene and sanitation practices have also improved with the construction of pit latrines in three schools, combined with the training of education facilitators who have subsequently conducted hygiene and sanitation sessions in schools. These sessions have encouraged pupils to ensure their personal hygiene, and they have been engaged in cleaning their school environment through sweeping and collecting litter – a practice that was not in place before the training. In addition, 860 school girls were provided with dignity kits, helping them to attend school also during their menstrual period.

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<sup>8</sup> Girls' Education South Sudan (GESS), funded by DFID, and IMPACT are both national education programmes.

In 2017, ADRA trained 111 education facilitators in teaching methodologies and child protection and provided mentoring to help them perform better. 91 PTA members were also trained in child protection, which increased their awareness and knowledge – the members stated that they had no knowledge on child protection issues before the training. For instance, they thought that the use of corporal



St. Marks school is a minor but growing school in the northern area of the capital Juba. The community hosts many IDP families. However, the government does not support the school financially even though it is included in school statistics and the government is aware that the school serves children in the community.

“We don’t see any support from the government. The education authority does not come and monitor or supervise the teachers, the headmaster or us (PTA/SMC). One official came for the opening ceremony for the latrines and the water point that ADRA has constructed. He was pleased that the community was committed but he gave no promises and we expect to continue being neglected. The training that ADRA has given the PTA and the mentoring of the teachers has been helpful. The PTA has now mobilized the community to contribute in cash and in kind to the construction of an additional temporary leaning structure. That will protect more children from the sun and the rain and make teaching better”, says Ruth, member of the PTA.

“The children appreciate the daily school meal. The teachers can see that the children are less tired and more active during the lessons. We are very committed to continue improving the school. We cannot depend on the government. Though the incentives that the project provides for the teachers are small, it is an important help for the teachers to concentrate on teaching.”

punishment by teachers was a normal and acceptable practice in all schools. After the training, they have been able to more closely monitor how teachers handle the school children. PTAs also received other trainings to help them better understand their roles and responsibilities, and this has improved the parental contribution in the schools. For example, PTAs in one school succeeded in collecting 48,000 South Sudanese Pounds from 35 parents within the community for the construction of temporary learning spaces.

## PLANS, DEVIATIONS AND CHALLENGES DURING 2017

Overall, the security situation at national level is a constantly hampering factor that delays transportation of personnel and goods and impacts the time plan for implementation of activities.

As mentioned above, insecurity in Maiwut in 2017 resulted in a temporary relocation of all project activities to Juba, and it was therefore not possible to fully achieve the planned results for Maiwut. ADRA will continue to monitor the situation in order to assess whether it is secure for the project to be returned to Maiwut County. So far (May 2018), only four schools have opened again, and they are very difficult and expensive to access as the airstrips in Maiwut and Pagak are controlled by the government.

The practice of the government as well as the opposition of introducing different fees in order to retrieve money from NGOs is an issue that is being discussed regularly in the NGO community. The organisations have jointly tried to find ways to avoid this taxation on humanitarian support, however with limited success so far. These taxations obviously have a negative impact on the budgets.

In general, the country-wide economic crisis has created a situation where attempted corruption has become a part of daily life. This situation makes it complicated to get the necessary approvals, thus delaying implementation. Within ADRA South Sudan, it was discovered that a key staff member in one specific case had not been open about conflicts of interest in relation to procurement. The staff member was subsequently dismissed and procurement procedures were strengthened to reduce the risk of fraud<sup>9</sup>. These strengthened procedures, in turn, have slowed down procurement, creating delays.

Both in Maiwut and in Juba, the BRES project design is based on collaboration with two national education programmes, GESS and IMPACT. They provide support in the form of capitation grants to schools and incentives to education facilitators, however they fail to deliver in terms of both timeliness and quantity. This means that the synergy between these programmes and BRES has not been as strong as expected and that schools see ADRA as an organisation that should cover the gap. The issue is a general concern for the Education Cluster and its members. So far, it has not been possible to address the challenge through dialogue with GESS and IMPACT. Given that these two programmes are expected to have national coverage, it is important for ADRA and the Education Cluster that GESS and IMPACT are open about their challenges in living up to their commitments.

The regular changes in the state and county administrative structures continued posing challenges in 2017 as the changing structures required ADRA South Sudan to collaborate with an increasing number of administrative officers of which many are lacking professional skills. In addition, many teachers are poorly educated, and there is therefore a constant need for training and mentoring education facilitators<sup>10</sup>. Many have been taught in Arabic and lack English language skills. They are therefore unable to fully understand the text books since the school curriculum is in English<sup>11</sup>.

## LESSONS LEARNED DURING 2017

Experience from project implementation has confirmed that the influence from community leaders, especially the chiefs, as well as the Office of the Commissioners, has a positive impact on the accomplishment of school activities and engagement by PTAs, SMCs and other community members. There is a high need for all the schools to always coordinate with the PTAs in order to help them attend to the needs of schools. However, involvement of parents is also a challenge since they often live far away from the schools. This makes it difficult for them to e.g. attend general parents' meetings.

ADRA has also learnt that the level of community involvement and sense of ownership experienced in Maiwut cannot be expected in an urban setting. In Juba, most likely, the renovation of class rooms and other school development issues will be dealt with by PTAs, SMCs and parents, with limited involvement from other community actors.

Teacher mentoring has significantly helped to improve skills of teachers, and it will continue to be a focus in the project. Through mentoring, gaps in knowledge are identified and training activities are developed and adjusted accordingly. Among others, ADRA has learned that it is necessary to regularly

<sup>9</sup> The case had no influence on the BRES 2017 Danida funded projects. It was, however, reported to Danida.

<sup>10</sup> According to the Ministry of General Education and Instruction, over 80% of the teachers are not trained in South Sudan.

<sup>11</sup> This is the case for over 60% of the teachers supported by BRES in Juba.

train teachers in life skills and psychosocial support, as teachers are dealing with conflict-affected children with traumas and therefore need competencies in handling such cases.

It is a long-term process to change cultural attitudes and practices, also in relation to hygiene and sanitation. For instance, the practice of using pit latrines is seen as a new phenomenon in some communities, and there is some reluctance in using them. Therefore, hygiene and sanitation education will be incorporated as a cross-cutting issue in all trainings and meetings for the PTAs, SMCs, teachers, school children and in community dialogues.

Planning and prepositioning of materials such as school books is vital due to the security situation, which can rapidly change and hinder access for shorter or longer periods. In addition, the project relies on transportation through the Logistics Cluster whose priorities regularly change in terms of what and when they deliver.

It is important constantly to be updated on the division of roles and administrative restructurings to ensure that requests are directed towards the correct authorities, and that the right stakeholders are involved throughout the project.

## SUDAN

During 2017, ADRA Denmark continued its support to two projects in Sudan and added a third from mid-year. The **Sustainable Access to Health, Education and Water for All project (SAHEWA)** targeted local communities and IDPs in West Darfur and the **Community Based Water and Sanitation Project (CBWASAP)** worked with similar target groups in Blue Nile state. Furthermore, a new project, **Tamkeen Muzarein Project (TMP)**, was started in White Nile with a focus on resilience building of smallholder farmers. This project is funded by the European Union (EU) with 20% co-financing by ADRA Denmark funds under the HPA<sup>12</sup>.

During the year, however, preparations were made for a strategic change of ADRA Denmark's interventions in Sudan. A regional programme – **Resilience in Horn of Africa (RiHA)** – was in the making and has actually started by January 2018. It will be a development programme under lot CIV of ADRA Denmark's SPA with Danida, with a resilience building and livelihood strengthening focus. The following changes were made in 2017 to prepare for this transition:

- It was decided to phase out CBWASAP earlier than initially planned – namely by the first quarter of 2018.
- SAHEWA will follow a more gradual phase-out plan and continue to play the role of a 'testing ground' for community-based approaches to be adopted in RiHA.
- TMP will be linked more closely to SAHEWA for mutual lesson learning. One example of this is the adoption of common indicators at overall and immediate objective levels, which was tested during 2017.

## CONTEXT UPDATE DURING 2017

In 2017, the slowdown of the economy continued, and – especially in the latter half of the year – the inflation started spiralling. The humanitarian situation continued to be grave with 4.8 million people needing assistance. The government remained engaged in armed conflict with opposition groups in areas of Darfur, South Kordofan and Blue Nile. A countrywide campaign by the Government of Sudan (GoS) to collect guns, however, has contributed to increased security in areas such as Darfur.

The number of South Sudanese refugees coming to Sudan continued to rise in 2017. By end-year, the number stood at 415,000, in addition to the 300,000 South Sudanese, who were living in Sudan prior to December 2013, when conflict broke out in South Sudan. As returning to South Sudan is not considered a viable option for this population, the GoS now considers them as refugees.

The security situation in **Blue Nile** during 2017 has remained fairly stable due to the extension of the unilateral ceasefire signed in 2016 between the GoS and the rebel groups. The Humanitarian Aid Commission (HAC) thus eased access to various localities, including the CBWASAP project area. There were, however, still incidents of clashes during 2017, including some internal Sudan People's Liberation Army-North (SPLA-N) clashes, which took place in areas of Kurmuk locality. As a result, an unidentified

<sup>12</sup> In addition to these three projects, ADRA Denmark also supported an ECHO project – a protection project for South Sudanese Refugees in White Nile.



number of people were reportedly killed or displaced. Acute watery diarrhoea was an ongoing concern in the state, with thousands affected and many deaths reported.

The situation in **White Nile** was in 2017 characterized by the big number of South Sudanese in the state – 166,000. They live in nine camps in only two of the localities in the state – El Jelebein and Al Salaam. The biggest camp, Al Waral, has nearly 49,000 inhabitants.

The security situation in **West Darfur** has remained stable throughout 2017, except for the months of April to June, when some scattered conflicts occurred between different tribal groups of farmers and herders. The Government's campaign to collect weapons has played a major role in contributing to the general feeling of safety in the State.

## Sustainable Access to Health, Education and Water for All (SAHEWA)

### MAJOR ACHIEVEMENTS DURING 2017



Overall, households and communities in SAHEWA's project area have become more resilient over the last 6-7 years. This was documented through change stories told by selected individuals in the project area. In particular, the educational focus of Community Action Planning (CAP) and the Village Savings and Loans Associations (VSLAs) seem to have been important for community members to 'bounce back better' from crises. This exercise also showed the importance of the mutual community help systems (social capital) and the endurance and strength of not least the women in resilience building. The inherent assets (social, human) have thus played together with external support from both

SAHEWA and the Government- including the Government's weapons collection campaign – to build resilience.

The main objective of SAHEWA in 2017 was to gradually phase out its various activities by strengthening community ownership and institutionalising activities in the Government structure, where possible. A lot of trainings, exchange visits and capacity building of institutions took place within all activity areas: CAP, VSLAs, Community Led Total Sanitation (CLTS) and Farmer Field Schools (FFS). During 2017, SAHEWA actually succeeded to strengthen the process towards sustainability of its interventions. This was its main achievement of the year.

During 2017, two water points, three dug wells and four community water yards were constructed as part of **CAPs**, while one hand-dug well and four pumps were rehabilitated. Five class rooms and six teacher offices/residences were also constructed. The project's financial contribution to these activities was in 2017 less than 25% of the full construction cost whereas the main part was paid by the communities themselves. Apart from these achievements, the project organised exchange visits between Community Development Committee (CDC) members from different villages, refresher

sessions with CDCs, trainings in CAP methodology for SAHEWA's national NGO partner, relevant ministries and the Project Technical Support Committee (PTSC), as well as exchange visits between water committees. The idea of establishing community managed water yards, first initiated by BejBej village as a CAP project, has now spread to four other villages as a result of mutual learning.

Eight new **VSLAs** were established and trained in 2017. This was done in close collaboration with SAHEWA's national NGO partner and Village Agents, who will eventually take over the support of VSLA activities in the project area. A new version of the VSL field officer guide based on sharia compliance was introduced, which ADRA has translated into Arabic. During 2017, ADRA strengthened its cooperation with the State Ministry of Health (SMoH), which has taken over the responsibility for sanitation activities from Water and Environment Service (WES). Four new villages constructed latrines as part of the **CLTS** process, in collaboration with the SMoH.

During 2017, five new **FFS** were established, and trainings and exchange visits were carried out. This was done with the active participation of farmer facilitators, who had been trained during the year.



Osman Beyin Ibrahim is a 28 years old farmer. His family's inability to pay for school expenses made Osman work as a construction labourer over the weekends in order to be able to pay himself for the studies, which he was attending during the weekdays. Osman became a member of the VSLA formed in his village with support from ADRA and was able to use his share-out to pay the fees for sitting the exam. He could unfortunately not continue in high school: "The financial status of my family was so tough since my father and mother became old and unable to work in the farm. And my younger brother could not work alone in the farm ... they needed me badly!". Thus, Osman became a fulltime farmer and did not go back to school. He, however, got the chance to participate in ADRA's FFS program, which has helped him: "Because of ADRA's FFS training I was able last year to grow vegetables and onions, which I was not growing before, and as a result I was able to expand my farm and get the money I needed to repair and pay for the fuel of my pump".

A new approach, developed by ADRA – Farmer Market Schools (**FMS**) – was introduced to stakeholders in Geneina, including the Ministry of Agriculture (MoA), who supported the idea to pilot this approach in West Darfur in 2018 since market access has been identified as a key challenge for smallholder farmers in West Darfur. To carry the process forward, a FMS facilitator training was held in Geneina in December.

As part of the phasing out process, ADRA Sudan focused on coordination with various government stakeholders to ensure follow-up on activities after the phase out, in addition to joint field/monitoring visits. Furthermore, a new project document for SAHEWA was developed for the phase out period, reflecting the focus on strengthened resilience and improved livelihoods. This also led to the



development of a new monitoring manual as the new overall objective required new ways of gathering information to illustrate resilience and livelihood improvements. It included the use of change story interview methodologies to illustrate resilience building.

## **PLANS, DEVIATIONS AND CHALLENGES DURING 2017**

2017 was a difficult year for SAHEWA in terms of management of the project. There was a shift in staffing of both the project manager and the assistant project manager. A new project manager had to take over without having been involved in the planning process, while the assisting project manager was not replaced. In addition, there was a lack of consistent support from the Khartoum office, resulting in late or missing monitoring, reporting and documentation, despite ADRA Denmark's continued support and prolonged presence in the ADRA office in Khartoum and in the field.

## **LESSONS LEARNED DURING 2017**

On the positive side, the community responses to SAHEWA's phase out strategy have continued to be positive. The reduced project contributions to CAP projects have not decreased the interest of communities to make and implement their own plans. The shift from direct implementation to implementation by community members themselves, e.g. Village Agents and FFS facilitators, has also been received positively. The same was the case with the increasing emphasis on mutual learning by communities through exchange visits.

The involvement from Government institutions in SAHEWA's activities has been very positive. However, this also opened for slight shifts in some of the approaches to be more directive. E.g. the case of CLTS, which now awaits verification by Ministry of Health (MoH), before villages can be declared Open Defecation Free (ODF). This balancing act between mobilized communities on the one side and a supportive government on the other will be a focal point for SAHEWA to address in 2018.

On the negative side, the achievements in the various fields of implementation took place without being properly documented in reports. ADRA will strive to ensure that this is changed in 2018, not least to make it possible for other ADRA projects to learn from SAHEWA's positive achievements. The process of phasing out gradually over a two to three-year period is in itself an important lesson that ADRA can learn from, not only in Sudan but also in other programme countries. This will require good documentation.

## Community Based Water and Sanitation Project (CBWASAP)

### MAJOR ACHIEVEMENTS DURING 2017



According to the initial plans, CBWASAP was meant to be gradually phased out from 2017-19, like SAHEWA. Activities during 2017 were thus part of a phase out plan. However, as ADRA in the second half of 2017 realized that the budget frame available for Sudan would be smaller than expected in 2018 and onwards, it became clear that there would not be adequate funding for both SAHEWA and CBWASAP. Though abrupt, it was decided to phase out CBWASAP within a shorter timeframe and focus at SAHEWA as a testing ground in a more gradual phase out process. The reasons for this choice were the following:

- Although the projects were applying similar approaches (CAP, CLTS and VSLA), more learning was expected from SAHEWA in terms of sustainability prospects, especially for the CAP activities
- SAHEWA was, as opposed to CBWASAP, engaged in a very important process of transition from 'extension-led' to 'farmer-led' Farmer Field Schools. The learning from this process will be vital for ADRA's other projects, not least the TMP.

As CBWASAP would thus not be part of the RiHA programme, ADRA had to speed up the phasing out during the second half of 2017 (and first quarter of 2018).

As part of its phasing out process, CBWASAP reduced the contribution for its 11 **CAP** projects in 2017 to 44% of total project costs, which meant that the communities raised the remaining 56%. These projects included five health posts/centres, two mosques, two combined class rooms and teacher offices, borehole drilling for a water yard and a community learning centre.

16 new **VSLAs** were established in the year 2017, bringing the total number of VSLAs formed since the project start in 2015 to 40. Eight out of the 16 VSLAs in 2017 were formed by Village Agents. As part of the phasing out strategy, 45 community facilitators (27 men and 18 women) were trained as Village Agents to take over the role of ADRA and Mubadiroon (the national NGO partner) in formation and training of new VSLAs. Mubadiroon was supported with further capacity building in the area of VSLA in order to make it possible for the organisation to include VSLAs in future projects (it is for the moment implementing projects in partnership with World Vision International (WVI), Vétérinaires sans Frontières (VSF)-Germany, WFP and ADRA). The Ministry of Social Welfare (MoSW) attended a VSLA meeting in Alfirmose Shamal/Damazin and made a video of the VSLA process. This video was shared with the Minister who admired the approach and urged for more inclusion and adoption. The MoSW is a stakeholder, which is expected to sustain VSLA activities in collaboration with Mubadiroon.

The VSLA activities in CBWASAP were more advanced than in other ADRA projects, including SAHEWA. To ensure sharing of learning and good practice, CBWASAP staff therefore facilitated a VSLA training for staff in ADRA offices in Khartoum, West Darfur and White Nile.



Habiba Mohamed is 29 years old. She first joined a VSLA in 2016 because she wanted to save money. As she stood out in the group due to her strong communication skills, ADRA asked her to become a Village Agent and mentored her during the process of forming her own VSLA. "I know that there are ADRA staff who have more technical expertise than me. On the other hand, I am a member of the community and speak the same language, so it is easier for the group members to communicate with me and trust me. I am very confident that the group will be strong and will do great!"

Through monitoring visits to ten **CLTS** targeted villages it was found that the process of constructing latrines was progressing well, with 2,362 out of the total of 2,546 targeted households having constructed latrines (92.8 %).

### PLANS, DEVIATIONS AND CHALLENGES DURING 2017

When it was decided to speed up the phasing out of CBWASAP by the end of 2017, plans had to be changed and a stronger focus was adopted on training and meeting with stakeholders as described above. Most important was the transfer of responsibility and capacity building of the partner NGO Mubadiroon. However, the time was very short, and the abrupt phase out process created some frustrations among staff.

### LESSONS LEARNED DURING 2017

Formation of VSLAs at village levels has shown that communities are not too poor to save. They have resources and are resourceful. Women are more responsive to VSLAs and other empowering approaches than men. Women constituted more than 70% of total membership and have formed eleven separate VSLAs run and managed by them. Some women groups have 1-3 male members as secretariats due to illiteracy among women.

Many of the village agents focus primarily on establishing more VSLAs in their own villages. This makes it easy for women to serve as village agents, and it reduces the costs of training. Actually, most village agents give their services free of charge. It, however, also limits the spread of VSLAs by village agents to new villages.

Literacy and simple numeracy training is important, and ADRA should consider this in future projects, especially those involving poor women.

Social ties between different groups members have been consolidated in the VSLAs as a result of regular meetings and responding to social events and problems. A VSLA is not only a savings and loan association, but also a social forum that serves to build positive relations among members. The social impact of the VSLAs has to be assessed at the end of each cycle.

## Tamkeen Al-Muzarein Project (TMP)

### MAJOR ACHIEVEMENTS DURING 2017

430 direct  
beneficiaries:  
239 women and  
171 men

The **Project to Mitigate the Effect of El Niño in White Nile State (TMP)** started 1st of August 2017. Its overall objective is to strengthen the resilience of vulnerable people - including host communities, returnees and refugees - and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks in White Nile State. This will be done through strengthening sustainable and alternative livelihoods of local communities in two localities: Al Salam and Al Jebelain. TMP is a three-year project and has a dual focus on access to clean water and agriculture development, especially using the FFS approach.

Most of the five months of 2017 was an induction period, which focused on forming a project team, undertaking initial procurement, developing and signing Memoranda of Understanding (MoUs) with the MoA and the national partner NGO Friends of Peace & Development Organization (FPDO), developing a monitoring manual and undertaking initial training of staff and partners.



Miasa Ali Othman, 26 years, is a member of the Al Barasha women's VSLA group in Jebelain locality. Two years ago, in 2016, the worst tragedy of her life happened. Her husband got a stroke and died in the hospital while awaiting treatment. After the death of her husband, Miasa moved back to her father's home with her three young children. It has been a difficult year for them because her father's sorghum crop failed and they now have to buy all of their food from the market. After joining the VSLA group, she is saving money to start a small-trade business in the local market. She has big plans for her profits. Besides keeping her children in school, she would like to build her own house and take her mother and father on the Hajj to Mecca. She wishes she could help her children with the school but she can't read or read herself. "If I could enter school now, I would, because I want to learn and I want to be able to help my children. If I can get an education, I would like to start an adult program here for women like me who did not have the opportunity to study when we were younger. I want to become an educated woman so that I can provide for my family and help others to learn".

Based on a **FFS** facilitator training, MoA extension field officers began community mobilization of new FFS groups in November 2017. Out of 200 registered participants, 123 men in six farmer groups have continued with the programme. These groups are going well with good engagement from the farmers and relevant and interesting questions being worked on. For example, the three farmer groups in Al Salam locality are working on improving tomato production with test plots studying pesticide and growth regulator application and natural alternatives. They would like to do variety trials during the upcoming summer season as well as establish a reliable supply chain for quality vegetable seeds.

In November 2017, community mobilization began for the first **VSLA** groups, with the first group trained in December. There are now eight active VSLA groups with a total of 187 members (139 women and 48 men).

The ADRA TMP team has focused on ensuring coordination and collaboration with other food security and livelihoods actors in the area, such as International Fund for Agricultural Development (IFAD) and Plan Kosti, with the purpose of ensuring no duplication of activities, learning lessons from other similar projects and working together to achieve greater results.

One area that has been identified with good potential for synergy is VSLA, and ADRA would like to develop a joint VSLA monitoring/support system between the several different projects and organisations implementing VSLA in the region. ADRA has also approached FAO both in Khartoum and in the East Africa regional office in Kenya. FAO is very supportive of the FFS approach and ready to provide support as well as learn lessons from the pilot projects that they may incorporate into future FAO initiatives.

The water activities of TMP will start in 2018.

## PLANS, DEVIATIONS AND CHALLENGED DURING 2017

The project has faced challenges in terms of getting the required logistical and administrative support, mainly due to insufficient human resources in ADRA Khartoum and White Nile. This has led to delays in hiring of project staff, procurement of equipment and other administrative issues. Plans are ongoing to address these problems with the hiring of additional staff to strengthen the capacity of ADRA's team in Khartoum to provide support to projects in the field.

## LESSONS LEARNED DURING 2017

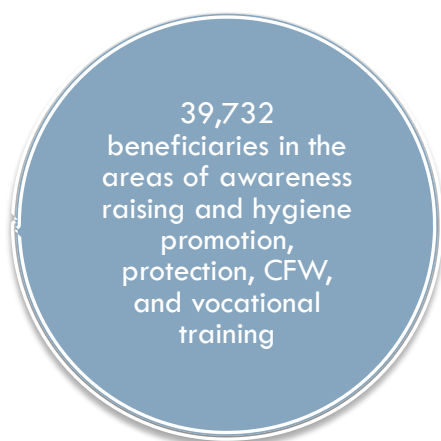
When starting the cooperation with the MoA in White Nile, it became clear that what the Ministry perceived as 'Farmer Field Schools' were quite far from the initial idea of FFS as farmer-centred training and research. Through contacts with FFS experts in FAO and other organisations, ADRA has been able to take FFS back to this initial idea, even with the support from the extension department of the MoA, where this 'bottom-up' approach has been welcomed.

The first round of monitoring, which serves as TMP's baseline, revealed that the livelihoods of the communities in Al Salam and Al Jebelain are indeed vulnerable with few financial and physical assets



and often only poor access to natural resources. The human and social capital are stronger, however, with a definite value and priority placed on growing and strengthening these resources through education and community cooperation. The TMP project activities are in line with these local priorities. One significant observation from the first cycle of FFS is that there was no participation of women, even in the areas with a female facilitator. This has been explained with the norm that women take full part in the rainfed agricultural (summer) season, but this does not extend into dry (winter) season vegetable production. The project will focus on higher female participation in 2018 – both in the summer and winter agricultural seasons, even if it means challenging some norms.

## YEMEN



In 2017, ADRA Denmark supported the **Protection and Livelihood Assistance (PLA)** project, which is a follow-up to the *Food, Livelihood and Protection Assistance to Refugees and IDPs in Aden (FLP)* project from 2016. The project targets vulnerable households in Basateen area of Aden in the Southern part of Yemen. Basateen hosts over 20,000 refugees, mainly from Somalia, and is an underserved area receiving little attention and support from humanitarian actors and government authorities.

The protracted nature of the crisis in Yemen has in 2017 required a continued focus on responding to urgent humanitarian and protection needs, combined with the provision of more sustainable livelihoods support to the most vulnerable.

### CONTEXT UPDATE DURING 2017

The conflict continued throughout 2017, and the humanitarian situation deteriorated further. By the end of 2017, it was estimated that 22.2 million people needed humanitarian or protection assistance.

The security situation, severe economic decline and imposed restrictions on imports contributed to basic commodity shortages and price rises, making it difficult for millions of Yemenis to afford food, water, fuel and other necessities even when they were available in the market. Government services were crumbling in areas such as health, education, water, power and sanitation. The exchange rate of USD against Yemeni Rial was on a daily rise, resulting in the increase of prices of basic food commodities.

In 2017, both Al-Qaeda in the Arabian Peninsula (AQAP) and Islamic State (IS) implemented several suicide attacks in Aden and subsequently claimed their responsibility for the attacks. Despite a precarious security situation, it however became possible for ADRA Denmark to visit Aden in 2017 to monitor project activities and provide direct support to colleagues in the field.

### MAJOR ACHIEVEMENTS DURING 2017

The overall objective of PLA in 2017 was *“Increased resilience and strengthened protection of conflict-affected communities in Aden, Southern Yemen”*, and by the end of 2017 it was evident that the target communities felt safer: 74% of surveyed beneficiaries reported an increased perception of personal and community safety by the end of the year. In addition, the project succeeded in reducing the use of negative coping mechanisms such as begging, selling assets to purchase food or having to depend on others (from 75% to 9% of targeted community members).

**Advocacy and awareness raising by community committees:** ADRA continued in 2017 to strengthen the capacity of existing community structures to identify and address needs and priorities which are of concern in their community.

In 2017, 11 block leaders and 12 members of community committees in Basateen (Somali Elders, Somali Women, Youth, Sport, People with Special Needs, and Ethiopian Committees) were trained in key topics of relevance including human and refugee rights, peaceful coexistence, sexual and gender based violence (SGBV) and advocacy. In the training, participants learned about their rights and how they can advocate for them. Following the training, committee members developed and implemented advocacy plans related to sanitation, solid waste disposal, security and lightning in their local areas. A Basateen Advocacy Initiative Group was set up, which succeeded in getting several meetings with local duty bearers to discuss issues of concern and participating in a radio programme in which the situation of Basateen was discussed. The local council also paid a media-covered visit to Basateen to verify how the area is deprived of government services.

In addition, committee members developed a plan for community awareness and implemented community awareness raising sessions reaching a total of 1,570 community members of Somali, Yemeni and Ethiopian nationalities (target 1,500).

The awareness raising on hygiene and sanitation (which was also supported as part of the cash-for-work programme) has led to positive behaviour change in the community, with people starting to throw garbage in bins provided by ADRA or at designated collection points instead of throwing it in the sewerage system, which led to blockages and sewage overflow. In addition, advocacy resulted in the Government Cleaning Fund sending trucks for garbage collection for the first time in a long time. Harassment incidents and crimes have also positively declined due to increased security and lightning.

To address the **protection** concerns, in particular with regards to SGBV, ADRA Yemen conducted a range of awareness raising sessions on topics such as domestic violence, child marriage, sexual harassment

ADRA Yemen has been successful in supporting community committee members to act as social mobilizers and agents of change in their communities, conducting awareness raising in communities and advocacy with duty-bearers.

The capacity building of these community structures is a significant driving force behind the success of the project.

While there are considerable obstacles to achieving successful advocacy outcomes from the unstable and impoverished Yemeni government, the community committees were able to engage local government representatives in a dialogue, ensuring that some of the social service gaps experienced in Basateen were placed on the agenda.

Building community capacity to identify their needs and proactively search for solutions releases the resourcefulness of people who might else be considered as victims. It builds a feeling of dignity, self-confidence and empowerment in the community, which is essential to achieve sustainability beyond the life of the project.

ADRA Yemen has experienced that while committees often feel disempowered when initially starting out, with time and adequate support they gradually feel motivated and gain momentum to work for a common purpose. They become capable of addressing relevant and local issues of concern to make a positive change in society, one step at a time.

The location of ADRA's project office in the middle of Basateen enables a close connection to the community, which helps to gain a thorough understanding of their needs and priorities. Community members stop by daily partly due to the easy access, but also because of the welcoming nature of ADRA's staff. The community committees are trained by ADRA staff in the office, and committee members and other beneficiaries alike have expressed how they feel treated as equals by project staff, which underlines the acceptance ADRA enjoys in the area.





Naima Mohammed Ali, refugee, is a single woman without any family taking care of her. During a protection and SGBV awareness raising session carried out by ADRA in the block where she lived, she was identified as in need of psychological and legal support and was referred to INTERSOS which has been able to provide her with appropriate support.

and child begging. It reached a total of 1,222 male and female beneficiaries (764 women and 458 men) (target 1,200) from the community who had been identified by ADRA Yemen field officers, heads of community committees and influential people in the community as the most at-risk or affected by SGVB and protection issues. As women are disproportionately exposed to domestic violence and sexual harassment, they represented the majority of the participants. However, women and men alike were interested in participating in awareness sessions in which they gained skills and knowledge on how to prevent e.g. sexual harassment. After awareness sessions, almost all (97.5%) reported an increase in self-protection skills against a target of 70%.

10 protection/SGBV cases (3 males and 7 females) were identified by ADRA Yemen, and they were all referred to appropriate protection agencies (INTERSOS and CSSW) for legal, social and psychosocial services as well as educational and financial support.

**Cash-for-work:** In order to build resilience, conflict-affected adults and young people from 541 households (target: 541) participated

in cash-for-work (CFW) activities, giving individual families economic benefits.

The CFW groups were mixed and consisting of both Yemenites, Somalis and Ethiopians, and men and women participated simultaneously. They were mainly from the block in which they worked, but participants were also included from other blocks to ensure peaceful coexistence. Five of the most open and educated participants from each group were carefully selected to be in charge of house-to-house awareness raising.

Those who were offered to participate in CFW were verified as the most economically vulnerable individuals, and a total of 307 females and 234 males were employed in community subprojects throughout the year, each for 22 days. In addition to providing vulnerable men and women with an income, it also enhanced their sense of dignity, in that they became better able to support their families. Furthermore, employment among youth is believed to reduce the risk of them being radicalised, exploited and recruited by extremist groups, and impacted positively on community resilience.

The CFW subprojects included waste management and street cleaning, since poor public sanitation affects the spread of contagious, yet preventable, diseases in the area. 5,425 tons of solid waste was removed, and all block leaders were involved in the CFW activity in terms of providing lists of potential beneficiaries and attending meetings to discuss solutions to the problems in Basateen. In addition, CFW participants planted seedlings in the main streets of Basateen aiming at preventing people from throwing garbage, which has yielded positive results.

All CFW participants attended awareness sessions on hygiene, and selected participants afterwards conducted house-to-house hygiene promotion, which contributed to improving the knowledge of a total of 5,672 households (target: 5,000) in the community concerning hygienic issues.

95% of surveyed inhabitants in the target area felt that the public hygiene status in their area had improved by the end of the project.

**Vocational training:** In order to increase opportunities for livelihoods and contribute to the economic self-reliance of the household as a whole, 40 young people (20 men and 20 women) received vocational skills training for three months. The courses were offered based on a previous market assessment and included mobile phone maintenance, beauty and hairdressing, pastry baking and incense making as well as electricity and solar panels installation.

400 people applied for the training, and trainees were carefully selected according to vulnerability criteria including individuals coming from extremely vulnerable families not receiving regular salary or government pension, families with members with disability as well as female-headed households. Out of 100 shortlisted participants, 40 were selected after individual interviews and home visits of each applicant. ADRA also ensured a gender balance to promote increased participation and employment of women, an important gain for gender equality.



Bakila Enas Ano, Ethiopian refugee, has five children and a wife who was hospitalized after being hit by a mortar shell. Participation in ADRA's CFW programme has enabled him not only to purchase food for the children and pay for the treatment of his wife but also to become self-reliant and take over the barber shop where he was previously working as an assistant earning 1.8 USD a day: "This is the first time I feel that I have become a productive person. Now I am an independent person".

After the training, participants were provided with tool kits and a form to track their daily income. The vocational training component was successful in terms of making a change in beneficiaries' lives as 83% (target: 70%) of beneficiaries were able to start their own business or get employed after the training, based on business plans, which all beneficiaries were supported to develop.

## PLANS, DEVIATIONS AND CHALLENGES DURING 2017

All activities were implemented on time and there were no significant deviations from the project plans, which had been developed with the insecure and highly unstable context in mind.

One of the biggest challenges is the near absence of government services. Through the CFW program, a large amount of garbage was collected from the blocks. However, the Government Cleaning Fund employees were not able to come to the area on a daily basis to collect the garbage due to a shortage in equipment and garbage trucks. ADRA has subsequently made revisions in the project in order to mitigate consequences, reallocating funds to rent a truck to support removal of the collected garbage from Basateen.

Furthermore, needs highly exceed the available support. In view of the hard living conditions of the vast majority of inhabitants in Basateen, people come to ADRA office on a daily basis, asking to be involved in CFW activities. This has led to some harassment of both staff and CFW beneficiaries. It has also reiterated the importance of ADRA's focus on being transparent about the specific selection criteria for each activity, in order to decrease tension and frustration among those not selected.

Vocational training beneficiaries asked for more advanced courses as it is quite difficult to get employed with a basic course. In addition, though the project looked into opportunities for facilitating access to loans for trainees, this was not possible as a deposit is required. Also, beneficiaries stated that repaying loans might not be possible in case of business failure, which could put an additional burden on an already impoverished individual/household.

The exchange rate of USD against Rial is increasing continuously and fluctuates from time to time, which has had a bad impact on the living conditions of beneficiaries and the community at large.

## LESSONS LEARNED DURING 2017

The widespread and great needs have resulted in both men and women expressing desire to participate in the CFW activities, while the perceived low status of women would normally hold them back from such public endeavours.

ADRA Yemen will continue to ensure that transparency regarding selection criteria as well as access to a complaints mechanism are mainstreamed in future programming.

As described above, capacity building of community committees has yielded positive results in terms of increasing their ability to act as change makers and social mobilizers in their communities, conducting awareness raising and advocacy activities. An end line survey conducted by the end of 2017 recommended further expansion of awareness raising and advocacy activities with duty-bearers. It may be required to provide the newly established Advocacy Initiative Group with some strategic support (office room, transportation allowance, stationary and other materials) in order to encourage them to continue to keep working effectively in future.

Despite difficulties in finding suitable training facilities, especially for apprenticeship workshops, the endline survey recommended to include an apprenticeship aspect in the vocational training course to improve participants' opportunities to acquire necessary skills and get access to the market. In addition, it was recommended to increase the training period to six months. However, due to the deteriorating humanitarian situation, vocational training has not been included in the project for 2018, as CFW and the provision of food will allow ADRA to reach more beneficiaries. This is an example of the discrepancy between available funds and the high levels of need.

## FLEXIBLE FUNDS

During 2017, ADRA Denmark supported three projects with its flexible funding, allowing ADRA to respond to emergency needs in Somalia, Syria and Bangladesh.

### Somalia

Somalia has been faced by a severe drought, which has been devastating livelihoods in vast sections of the country. Combined with chronic poverty, the drought has led to negative coping strategies and an acute need for humanitarian assistance. In the beginning of 2017, the Somali government declared a “state of emergency” and appealed for assistance from the international community as nearly half the country’s population was severely food insecure and at risk of starvation due to the drought and continued fighting.

In 2017, ADRA Denmark supported a seven months ADRA International Network Emergency Response with the aim of addressing immediate food needs of the most vulnerable hunger and drought affected IDP households in Baidoa district (South West Somalia).

The total budget of the intervention was 427,808 USD (approximately 3 million DKK) out of which ADRA Denmark contributed 500,000 DKK.

### MAJOR ACHIEVEMENTS

A total of 1,123 families (at least 6,738 individuals) from 13 IDP camps and settlements were supported by the project, surpassing the objective of reaching 900 households.

910 families received food and cash vouchers for a period of three months; 575 of those were selected for an extension of two months. It resulted in a significant improvement of the food consumption score at the end of the project though there are still very high vulnerabilities among the beneficiaries. 100 IDP families willing and able to return to their homes received a returning home/reintegration package composed of farm tools, seeds and some safety net cash allowing them to buy food for one month. This aimed at allowing them to quickly settle and return to their normal livelihood activities. In addition, 113 families benefited from a CFW programme (conditional cash) for two months cleaning up the camp.

The intervention was successfully implemented in a cost-effective way and complementing other programmes in the area. It contributed towards averting a looming famine situation and helped in stabilizing livelihoods and improving the ability of beneficiaries to support themselves.

### PLANS, DEVIATIONS AND CHALLENGES

The project was implemented according to the plan and in a timely way.

Due to insecurity and accessibility challenges, the project however experienced difficulties in monitoring beneficiaries of the reintegration activities and check how they fared after leaving the IDP camps.

Harmonization of support: During coordination meetings, it was observed that the value of support to beneficiaries differed among the intervening agencies, based upon which a range was agreed upon. ADRA's support per household averaged 75 USD per month, fitting within the proposed range of 50-120 USD.

## LESSONS LEARNED

The project has reiterated the importance of having a proper participatory process where communities are actively involved throughout the project. This includes community participation in identification of beneficiaries, based on transparent criteria focused on identified needs, as well as a proper consultative process when prescribing the content of the food vouchers in order to fully understand their general preferences, dietary culture, religion etc. Combining food vouchers with the use of unconditional cash, beneficiaries were able to make their own decisions and purchase items of their own preference, e.g. using cash to set up small businesses and reselling sweets, biscuits, tuna, onions etc., in an endeavour to become self-reliant.

## Syria

The Eastern part of Aleppo has remained inaccessible for humanitarian organizations for years. When the city was taken over by the government at the end of 2016, large humanitarian needs were discovered in the formerly besieged part of the city. Some of the critical issues facing IDPs and returning households to Eastern Aleppo were access to water and education for their children.

ADRA Denmark has contributed to a larger ADRA Network project which aims at improving living conditions of people affected by the crisis in Aleppo through provision of water, repair of a sewage network and rehabilitation of schools.

ADRA Denmark has contributed with 100,000 USD to the project which had a total budget of 480,600 USD (approximately 3.4 million DKK). This included 220,000 DKK from flexible funds, in addition to own funds.

## MAJOR ACHIEVEMENTS

Water and education interventions have been implemented in collaboration with the Syrian Arab Red Crescent (SARC) and UNHCR and have reached a total of 46,775 vulnerable children and adults so far. The project has received a no-cost extension and is still ongoing.

**Rehabilitation of schools:** The Department of Education (DoE) of Aleppo recommended rehabilitating five schools, which were badly needed for the surrounding communities where many people were returning. After conducting thorough technical assessments, ADRA Syria found that due to the high level of damage, the project did not have sufficient funds to rehabilitate all schools. With additional funding from UNHCR and the UN Office for the Coordination of Humanitarian Affairs (OCHA), ADRA Syria managed to rehabilitate four schools, which are now fully functional. It encouraged many families

to return to the area and return their children to school where they can now study in a safe environment. The rehabilitation has benefited a total of 2,275 children.

**Water:** As a temporary measure, ADRA Syria installed 100 community water tanks in Aleppo, which served as an easily accessible drinking source for many of those returning to their homes. They were set up in medical clinics, mosques, public squares, and in various communities where IDPs were concentrated. At least 25,000 people benefitted from the installation of water tanks. Over time, the main water network in East Aleppo was rehabilitated and is now functional. For this reason, water tanks were transferred to public buildings, hospitals and schools in Rural Aleppo, serving IDPs who had been displaced in Aleppo city and returned to their homes in the rural areas. In coordination with SARC, 450 household water tanks were purchased for the use of households lacking a water source, prioritizing female headed households, families with persons with disability, poor and needy families and/or children living on their own without a guardian. 313 of these tanks have been installed in households so far, while the remaining are stored with SARC and will be distributed over the coming weeks.

**Sewerage:** Assessments conducted in the targeted areas showed that there was a great need for sewerage rehabilitation. In coordination with the Aleppo Governorate and Sewage Establishment, ADRA rehabilitated a main sewerage network in Salah al Din in East Aleppo, which was newly accessible and severely damaged. The rehabilitation benefited approximately 2,500 individuals.

In addition to the above-mentioned achievements, ADRA Syria also responded to the need for solar street lightning at a cross point office in Josea, Syria, which is situated on the border between Syria and Lebanon. During assessments, it was found that a large number of Syrian families could not pass the immigration checkpoint and return home to Aleppo and surroundings as there was no electricity in the area. The installation of solar energy panels at the crossing point enabled the reopening of the border, and a total of 17,000 individuals were able to return to Syria during the first 20 days.

## PLANS, DEVIATIONS AND CHALLENGES

Several key challenges were faced throughout the project life and outlined below:

Across a majority of the country, unexploded ordnances (UXOs) have been found. However, the situation has been critical in Deir Haffir, Aleppo. This presented a danger to the ADRA staff as well as to the existing vulnerable communities. ADRA coordinated with the Syrian Civil Defense to address the threat, which also caused delays to the work in the location, including rehabilitation of the Salah din Ayoubi School.

The damage done to all schools was exceedingly high, which caused a strain on the budget and limited the response. However, with proper coordination and additional funding, ADRA was able to rehabilitate four schools successfully.

In addition, during the rehabilitation of the sewerage network, the governorate requested to change the direction of the line due to property issues. This, in turn, delayed the completion of the work.



## LESSONS LEARNED

In assessing the needs of communities, ADRA collaborated with the main stakeholders for each activity, including the Governorate of Aleppo, Sector leads, existing organizations on the ground, and the beneficiaries. However, the project experienced some delays in gaining approvals needed to implement the work. During the time of implementation of the project, ADRA Syria learned the need for effective coordination and persistence with all actors on the ground.

## Bangladesh

Since August 2017, following renewed conflict in Rakhine State, Myanmar, an estimated 655,000 Rohingyas have fled the country and now live as refugees in Bangladesh. They mainly settled in spontaneous settlements, and with limited resources at their disposal upon arrival, the refugees were urgently in need of food, emergency shelter, water and sanitation facilities, medical assistance and clothing. The massive increase in the number of refugees put a big pressure on the humanitarian services available in the settlements established at the border to Myanmar, and existing basic services and facilities were strained. In order to handle the situation, existing settlements were expanded and new were established. The Bangladesh Government declared a state of emergency and called for aid agencies to extend support to people of concern, however the agencies have been struggling to cope with the increasing needs.

ADRA Denmark has in 2017 supported a first-line international ADRA Network Response in Cox's Bazaar area, which included shelter and food support as well as the provision of non-food items (NFIs) to Rohingya refugee families of which the majority were women and children. The response was implemented in close collaboration with WFP, and the ADRA network activated its Emergency Response Team (ERT) to ensure sufficient human resources in Cox's Bazaar to implement.

ADRA Denmark contributed with a total of 421,000 DKK of which 300,000 DKK were flexible funds. The initial response had a total budget of 865,478 USD (approximately 5.4 million DKK).

## MAJOR ACHIEVEMENTS

A total of 24,910 Rohingya refugee households were supported by the emergency response.

While ADRA Bangladesh originally had planned to provide full food packages to refugees, WFP – which by mandate led the food distribution – supplied all the rice and asked its partners to provide complementary non-cereal items, such as lentils, sugar, oil and salt. As rice is the most expensive item, this freed up funds for ADRA to significantly increase the number of households reached in conjunction with WFP from 5,400 to 24,910 households. Eight rounds of food distributions were conducted, each covering two weeks of food intake.

2,120 households were provided with a shelter kit comprised of a tarpaulin, sisal rope and sleeping mat, which gave temporary shelter to at least 12,700 people. They were also provided with hygiene kits

to support good sanitary practices. Additionally, dignity kits were provided to households with female members of reproductive age.

## PLANS, DEVIATIONS AND CHALLENGES

The project experienced some delay and received a three months no-cost extension until end of March 2018. This was partly due to issues related to hiring and orientation of local field staff and staff for the Cox's Bazar sub-office.

Due to the priority of food distribution and shortage of local staff at the beginning of the project, the procurement and distribution of NFIs was delayed. Some items had to be procured in Dhaka due to fluctuations in market prices as a result of increased demand in Cox's Bazaar and constraints for suppliers in gathering a sufficient amount of materials.

The achievements of the project were also affected by administrative impediments. Lengthy procedures related to the granting of approvals of project activities and changes caused some delay. The content of hygiene kits was slightly changed on the basis of a decision made by the District Commissioner of Cox's Bazar. Less soap than planned was distributed, which also resulted in additional costs for keeping the surplus in stock for two months. Some was later distributed to different schools as part of a hand washing demonstration benefiting both the host community and refugees, and the remaining stock was donated to World Concern that worked in the same community, at the end of the project.

## LESSONS LEARNED

While beneficiaries were happy with the complementary food items, needs are still great and cash for purchasing other essential items for the household is needed.

Challenges related to obtaining approvals should be considered in the design and implementation of emergency response projects in future, to avoid unexpected delays. In particular, the monitoring and involvement of authorities such as the District Commissioner has been an impediment to smooth operation and has to be considered as a factor in future projects.

Recruitment and deployment of local staff should be done faster in Emergency Response projects, and sufficient training and orientation has to be carried out at the beginning of the project. The rapid scale up of staff that was required for the ADRA projects, combined with a very high demand/supply ratio of qualified candidates in the area across all NGOs and agencies, competition from other NGOs with higher salaries, limited HR capacity at ADRA Bangladesh, and ad hoc orientation processes created the realization that a more thorough and expedient process would benefit future projects.



