

Sudan Humanitarian Fund

Programme Manual

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The mission of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) is to mobilize and coordinate effective and principled humanitarian action in partnership with national and international actors.

Coordination Saves Lives

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Acronyms

AB	Advisory Board
CERF	Central Emergency Response Fund
CTP	Cash Transfer Programming
CWG	Cash Working Group
ER	Early Recovery
GM	Gender Marker
GMS	Grant Management System
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
HRP	Humanitarian Response Plan
IASC	Inter-Agency Standing Committee
NGO	Non-Governmental Organization
OCHA	Office for the Coordination of Humanitarian Affairs
PSC	Programme support costs
PUNO	Participating United Nations Organization
SADD	Sex and Age Disaggregated Data
SHF	Sudan Humanitarian Fund
SHF TU	Sudan Humanitarian Fund Technical Unit (OCHA and UNDP)
SRC	Strategic Review Committee

1 Introduction

The purpose of the Programme Manual for the Sudan Humanitarian Fund (SHF) is to provide partners with information for good programming based on IASC guidance as well as to define minimum programmatic requirements for SHF projects. Guidance specific to the context in Sudan is included when available. All partners are expected to work within the [HCT Minimum Operating Standards](#).

Specific strategic orientations or additional programmatic requirements may be specified in any allocation paper.

2 2018 Positioning paper

Overall purpose

The Sudan Humanitarian Fund (SHF) is a country-based pooled fund that should contribute to the overall operational impact of “*the provision of timely, coordinated, principled assistance to save lives, alleviate suffering and maintain human dignity*” within Sudan. The SHF aims to promote a strategic and coordinated response towards the highest priorities in support of the Humanitarian Response Plan (or HC agreed strategy) and acute emergency needs. Projects should be based on the fundamental humanitarian principles and be in line with the Humanitarian Country Team (HCT) approved Minimum Operating Standards.

Positioning statement

The SHF facilitates response to new emergencies ideally identified through joint or coordinated needs assessments as well as to protracted crises. The Reserve for Emergencies, guided by specific criteria, equaling a minimum of 20% of the overall SHF initial contributions is foreseen in 2018 alongside other allocations. The response to the protracted crises in Sudan remains important with a focus on multi-sector and longer term responses that integrate early recovery and resilience components facilitated through some multi-year commitments. Short term projects are encouraged to link to and leverage other funding sources in order to promote sustainability and/or continuity. The SHF will promote cash based programming and work through innovative approaches as for example consortiums to enable more coherent coverage and strategic area-based allocations. The SHF promotes the integration and mainstreaming of cross cutting issues such as gender, environment, ‘do no harm’, protection, and accountability to affected populations at all project stages.

The SHF will prioritize the provision of funding to NGOs working as front-line responders to the emergencies in Sudan as localization is one of the World Humanitarian Summit commitments and as clearly stated by donors to the SHF as a principal added value. The SHF will target 70% of direct funding to be allocated to NGOs. Sectors are encouraged to ensure robust national NGO participation to enhance capacity and facilitate funding by the SHF. Strengthening partnerships with national NGOs to gradually build their capacity and ultimately improve humanitarian response is important while being cautious of adverse effects. Given the foregoing, programme support costs (7%) should be shared proportionally with non-governmental sub-grantees. Subsequent levels of sub-granting should be limited and show added value. The Fund promotes an approach of working in partnership with the Government through collaboration and capacity enhancement and promote this over sub-granting to the Government.

In line with the primary focus of the Fund on the front-line response, the below highlights some of the strategic choices made within the Fund allocation priorities. Funding of sector coordination is not considered a priority for the SHF as all lead agencies have made commitments to the IASC Cluster Coordination system at the global level to fund sector coordination. Emergency preparedness, needs assessments, core pipelines/procurement by lead agencies and common services (Telecom, logistics including UNHAS, Security, Data tracking) can be exceptionally eligible for funding when critical importance and a funding gap coincide.

Food aid (except for therapeutic food) is too resource intensive given funding levels of the SHF. It is of very low priority for the SHF and will ordinarily not be considered for SHF funding.

3 The SHF will seek complementarity with CERF, in-country humanitarian, recovery and development funding mechanisms and donors in order to increase impact of the response to people in need. Reserve for Emergencies criteria

Introduction

The SHF Reserve is an allocation modality that can be used to address different needs and strategies.

The aim of this document is to define the strategy of the Reserve for Emergencies by defining the criteria to which projects should adhere. Providing a clearer focus should result in partners submitting better suited proposals and should facilitate the strategic review of the Advisory Board. Furthermore, a better defined strategy for the Reserve in Sudan aims at increasing the impact of the fund and allows for other donors to position themselves in a complementary way.

Strategy for the Sudan SHF Reserve for Emergencies

The SHF Reserve for Emergencies targets to fund projects, mainly in five sectors; Health, Nutrition, WASH, ESNFI and Protection, that:

- address significant recent and new critical humanitarian needs (new displacement, outbreak of diseases, natural disasters);
- through life saving activities (CERF life-saving criteria, Emergency Response Framework Sudan);
- For which a critical funding gap exists.

Criteria for Reserve for Emergencies

Additional criteria for projects include that:

- The targeted humanitarian needs stem from a sudden-onset event causing a humanitarian emergency, from a significant deterioration in an existing emergency or from a humanitarian emergency situation, which has remained inaccessible for humanitarian interventions due to insecurity or humanitarian access constraints for a prolonged period of time;
- The projects are based on recent, coordinated and ideally multi-sectoral needs assessments, and prioritized by the area country team and sectors through a consultative process;
- A coordinated or multi sectorial response has been considered. The presented analysis should mention the ongoing response as well as why the activities proposed for funding are critical to respond to the needs within a multi sectorial approach and what other critical gaps remain;
- Activities preferably complement with other funding mechanism (e.g. CERF Rapid Response) and/or donors and/or agencies' own funding;
- The need for a response must be time-critical (within 3 months after event or opening of access);
- Activities for emergencies that were planned for (e.g. new displacement) can only be included if it can be demonstrated that the contingency stocks are depleted and that no other funding is available;
- Contextually relevant needs (pipelines, common humanitarian services, logistics, etc.) that are necessary to implement life-saving activities or to improve access to affected populations can be part of such responses but cannot constitute a stand-alone response. The relevant sector has to be able to provide an analysis of the pipeline and the critical funding gap that exists.

By means of example, the SHF Reserve for Emergencies cannot be used for:

- Emergencies that were anticipated in the HRP and for which a contingency plan exists and is operational;
- Prevention, mitigation and preparedness;
- Gap filling for under-funded projects not related to significant recent and new humanitarian needs;
- Activities with alternative source of funding;
- Reimbursement for ongoing activities;
- Projects that have not been funded during a standard allocation.

Amount per reserve funding

The minimum amount for which the Reserve for Emergencies should be applied to is US\$100,000, while the maximum amount that can be requested at any given time by a single organization is US\$ 500,000 unless otherwise decided by HC.

Duration

Funds from the SHF Reserve for Emergencies should be utilised within 8 months of the contract signature date. NCE or revisions of projects should be extremely exceptional and will affect the performance scoring of the partner.

Eligible Partners

UN, INGOs, NNGOs with prior operational presence, access and capacity in the thematic and geographical area of intervention can apply for funding.

Direct implementation is preferred for the Reserve for Emergencies, sub-granting will be accepted if its added value is justified.

4 SHF full project proposal- Tool Tips

The below contains the tool tips of the Grant Management System (GMS) full project proposal for easy reference as well as some additional information and requirements.

Cover page

Subtitle	Tool Tip
Planned project duration	Maximum duration 12 months.
Project Summary	Please provide a description of the project.
Indirect Beneficiaries	Please break down by gender and age.
Total beneficiaries include the following:	Please indicate how many beneficiaries for the following categories. <i>This section should include a clear specification on how the total number of direct beneficiaries is calculated referring to the different constituent parts. See section 5 as well.</i>
Indirect Beneficiaries	Indirect beneficiaries are individuals which have no direct link with the activities but who could potentially benefit from it via the direct beneficiaries (i.e. families who have members treated in a clinic, mothers of children in feeding programs, etc.)
Catchment Population	Catchment population refers to the coverage of a project beyond its direct beneficiaries. This could be an early warning system or infrastructure (i.e. a health clinic), or to people living in the area which feeds into an Early Warning or sentinel surveillance system information. While not direct beneficiaries of the activity, they will be impacted by the scope of implementation and/or coverage.
Link with the Allocation	For Standard allocation/call for proposals: Please describe how the project fits with the

Strategy	Fund's Strategic Objectives and Cluster/Sector Specific Objectives For Reserve allocation/rolling basis: Please provide a justification explaining why the project should be considered for funding.
Sub-Grants to Partners	Please add one line for each sub-partner <i>This has to match with the budget section "GRANTS TO COUNTERPARTS".</i>
Has other funding been secured for this project?	Please provide details of Other Funding Secured if "Yes" is selected.

Background

Humanitarian context analysis	Describe the current humanitarian situation in the specific locations where this project will be implemented.
Needs assessment	Explain the specific needs of the target group(s), explaining existing capacity and gaps. State how the needs assessment was conducted, list any baseline data and explain how the number of beneficiaries has been developed. Indicates references to assessments such as Multi-cluster/sector Initial Rapid Assessments (MIRA).
Description of Beneficiaries	Describe the beneficiary groups and how they have been identified and targeted.
Grant Request Justification	Describe the proposed project intervention and how its activities will contribute to addressing the needs identified, with reference to the relevant cluster(s)'s Strategic Response Plan(s).
Complementarity	Explain how the project will complement previous or ongoing projects/activities implemented by your organization.

Logical Framework

Overall Project Objective	Describe the overall objective(s) to be achieved through the project.
Cluster Objectives	Please select one or more objectives from the list of Cluster objectives for the project's primary cluster.
Strategic Response Plan (SRP) objectives	Please select the strategic objective linked to the selected cluster objective as defined in the SRP.
Percentage of activities	Indicate the percentage of activities that contribute to each cluster/sector objective indicated.
Contribution to cluster/sector objectives	Briefly describe how the project will contribute to the cluster/sector objective(s) selected
Output	List the products, goods and services (grouped per areas of work) that will result from the implementation of project activities. Ensure that the outputs are worded in a manner that describes their contribution to the outcomes.
Indicator	Custom: For each Output you must choose at least one indicator from the list of Cluster indicators of the primary cluster selected. Additional custom indicators can be added. Targets: Breakdown by age and gender (men, women, boys, girls) when applicable.
Activity	List the key activities to be carried out. Ensure that the key activities will results in the project outputs.
Assumptions and Risks	Assumptions and Risks <i>These are significant external conditions with a positive (assumption) or negative (risk) effect on the project that are outside the control or influence of the programme. Mitigation measures should be included under activities.</i>

Work Plan

Project workplan	Include a workplan with clear indication of the specific timeline for each activity defined in the Logical Framework. The workplan must be outlined with reference to the quarters of the project year.
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M & R Details

Monitoring & Reporting Plan:	<p>Describe the specific arrangements for monitoring and reporting arrangements progress and achievements of the project, including:</p> <ul style="list-style-type: none"> - how indicators and sources of verification will allow in a timely and cost-effective manner to collect information that can inform project management and decision-making - role and responsibilities for collecting, recording, reporting, and using information - specify what monitoring tools and technics will be used to collect data on the indicators to monitor the progress towards the results achieved - provide an indication of the frequency data will be collected and if there is already a baseline for the indicators or if a baseline will be collected <p>Ensure key monitoring and reporting activities are included in the project’s workplan. Monitoring is different from project implementation and follow-up of project staff by the project manager. Please indicate which different levels of verification do exist within your organization and how that functions.</p>
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Other Info

Accountability to Affected Populations	<p>Describe:</p> <ul style="list-style-type: none"> - how beneficiaries and affected populations have been and will be involved in the different stages of the project management cycle: needs assessment, project design, implementation. - what mechanisms will be put in place to enable beneficiaries and affected populations to provide feedback and complaints, and how these will feed into management decisions - what mechanisms have been and will be put to ensure adequate information sharing and communication to beneficiaries and affected populations - indicate how you considered the principles of Do No Harm in the proposed project
Implementation Plan	<p>Describe the implementation plan of the project, including:</p> <ul style="list-style-type: none"> - which components will be implemented by sub-partners such as NGOs, government partners, or other external contractors - supervision, reporting lines and distribution of labor that the partner will put in place to manage the successful implementation of the project (e.g.: clear definition of management responsibilities, clear arrangements for coordination of implementation across different stakeholders, financial management arrangements, etc.) - coordination of project activities with humanitarian partners, authorities, beneficiary community and other relevant stakeholders to maximize efficiency and impact, avoid duplication, and promote the sustainability of the project achievements
Coordination with other Organizations in project area	<p>Explain how you will work with other organizations in the implementation of this project and why. Add one row for each organization.</p>
Environmental Marker Code	<p>A Neutral impact on environment. The environment will experience little or no impact from the project. Neither a positive, nor a negative environmental impact is expected. No mitigation is necessary.</p> <p>A+ Projects with Environment Marker “A” with environmentally enhancing features, resulting in a positive environmental impact.</p> <p>B Medium environmental impact. The project contains environmentally harmful components and will require further assessment and mitigation, and possibly also enhancement measures.</p> <p>B+ Projects with Environment Marker “B” with mitigation in accordance to sector guidance. These projects should identify their likely impact on the environment, and develop mitigation</p>

	<p>measures by using the Guidance Note and relevant Sector Guidance.</p> <p>C High environmental impact. The project will have a major negative environmental impact and should have an appropriate assessment, mitigation measures and action plans (see details below).</p> <p>C+ Projects with Environment Marker “C” with either: (1) An Environmental and Social Screening Assessment (ESSA) or; (2) A Rapid Environmental Assessment (REA) or an Environmental Impact Assessment (EIA), followed by the development of an agency mitigation plan and Community Environmental Action Plan (CEAP) with the affected community. Indication of the Environment Marker in Concept Notes is mandatory for Sudan.</p>
Gender Marker Code	<p>Refer to IASC Gender Marker FAQ for more information</p> <p>Please note that the scoring takes place on the information provided in the needs analysis description and logframe. This space allows for some more explanation if needed.</p>
Protection mainstreaming	<p>Describe how the proposed project mainstreams protection, including:</p> <ul style="list-style-type: none"> - how you have prioritized the safety and dignity of beneficiaries and considered the principles of Do No Harm in the proposed project. - how the proposed project enables equal and impartial access to assistance and services and the targeting of vulnerable groups and people with specific needs. - what mechanisms will be put in place to support the development of self-protection capacities and assist affected population’s to claim their rights.
Safety and Security	<p>Briefly explain the security situation in the areas where you plan to implement your project, and how your organization will ensure the safety and security of staff.</p>
Access	<p>Explain how your organization is able to operate in, or plans to access the areas where the project will be implemented.</p>

Locations

Project Locations	<p>List all locations within the country where project activities will take place. For each location please indicate the % of project budget.</p> <p>For each location also list which of the Logical Framework activities will be implemented there, and the corresponding number of beneficiaries</p>
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5 Beneficiaries

Explanation direct, indirect beneficiaries and catchment population

The SHF applies a strict definition of *direct beneficiaries*. Direct beneficiaries are considered people who receive direct, high intensity and targeted assistance to address their needs. This could be for example children who receive malnutrition treatment, households who receive emergency shelter, children who receive education, persons who receive water from the water pump, persons who receive outpatient consultations, vaccinations, wheelchairs, direct psychosocial support etc.

Indirect beneficiaries are considered those who do not receive direct targeted assistance or have no direct link with the activities but who could potentially benefit from the activity via the direct beneficiaries (i.e. families who have members treated in a clinic, mothers of children in feeding programs, etc.) as well as those that benefit from activities but with a lower intensity. The latter could be for example activities that target the community at large: vector control activities, awareness raising campaigns, IEC materials, hygiene promotion campaigns, nutrition screenings etc.

Catchment population is considered people who live in the area targeted or covered by the project and could potentially benefit from the provided services directly or indirectly. This is for example the population living in the area covered by a health clinic, the population in the camp area served by a water distribution point. It could also be persons living in the area which feeds into an Early Warning or sentinel surveillance system. While not direct beneficiaries of the activity, they will be impacted by the scope of implementation and/or coverage.

SHF calculation of total direct and indirect beneficiaries per project

The SHF calculates the number of direct beneficiaries as the sum of people receiving direct assistance as defined through the different project activities without double counting them. Thus, a person receiving multiple services is counted as one beneficiary. For example, if 100 children receive both education and psychosocial support, they will be considered as 100 beneficiaries. If a project targets a specific locality/area/village/camp with various services, the service with the highest number of direct beneficiaries will be considered as the total number of direct beneficiaries.

The calculation of indirect beneficiaries follows the same rationale. So for example: 500 persons receive education awareness raising campaigns. From these 500 persons, 100 persons will be also targeted with GBV awareness raising campaigns. Hence, the total number of indirect beneficiaries is 500. In addition, 600 persons will receive hygiene promotion campaign. Of these 600 persons, 200 are already targeted by the education awareness campaign. Therefore, the total sum of indirect beneficiaries is: 500 education awareness raising + 600 hygiene promotion – 200 overlap education and hygiene promotion = 900.

Projects that procure supplies and distribute them through sub-granting partners can include direct beneficiaries. Projects that procure supplies without direct distribution within the project can only include the expected beneficiaries as indirect beneficiaries (to prevent double counting of SHF beneficiaries).

6 Gender

6.1 Gender Marker (GM)

The purpose of this guidance is to help SHF partners mainstream gender issues in the design and implementation of their projects. The guidance consists of two main sections; A) The gender marker coding and B) The gender review criteria.

It should be noted that the gender blind proposals (GM = 0) will not be recommended for SHF funding. The SHF aims, as much as possible, to increase the number of projects coded as 2A or 2B.

Gender Codes:

The IASC Gender Marker is a tool that codes, on a 2-0 scales, whether or not a humanitarian project is designed to ensure that women, men, boys and girls of all ages will benefit equally from the intervention. The purpose of gender codes is to increase gender equality projects and enhance their effectiveness. The IASC Gender Marker is required for all SHF funded projects. Gender codes also help to ensure that donors are better placed to identify high quality, gender and age-sensitive projects. Designing and implementing a project that achieves a gender code 2a or 2b can enhance both project performance and funding potential. Clear evidence of gender-aware planning needs to be seen in the project concept note and project proposal where the Gender Marker is applied.

IASC Gender Marker Codes:

<p>GENDER CODE 2A - GENDER MAIN STREAMING "Potential to contribute significantly to gender equality":</p> <ul style="list-style-type: none">➤ A gender and age analysis is included in the project's needs assessment;➤ Gender and age analysis is reflected in 1 or more project's activities;➤ Gender and age analysis is reflected in 1 or more project outcomes
<p>GENDER CODE 2B - TARGETED ACTIONS: "Project's principal purpose is to advance gender equality":</p> <ul style="list-style-type: none">➤ The gender analysis in the needs assessment justifies this project in which all activities and all outcomes advance gender equality.➤ Targeted actions are projects responding to the disadvantage, discrimination or special needs of women, girls, boys or men.➤ All targeted actions are based on gender and age analysis
<p>GENDER CODE 1: "Potential to contribute in some limited way to gender equality" There are gender dimensions in only one or two components of the project sheet: i.e. in needs assessment, activities and outcomes. The project does not have all three: i.e. gender and age analysis in the needs assessment, which leads to gender and age-responsive activities and related gender and age outcomes. Where gender and age appear in outcomes only, the project is still considered gender-blind.</p>
<p>GENDER CODE 0: No visible potential to contribute to gender equality. Gender and age are not reflected anywhere in the project proposal or only appear in the outcomes. There is risk that the project will unintentionally fail to meet the needs of some population groups and possibly even do some harm. This type of project should be considered as gender-blind.</p>
<p>CODE N/A – Not Applicable: This project does not have direct contact with affected populations, including their employment, and does not directly affect or determine the selection or use of resources, goods or services accessed by affected populations</p>

Global guidance on the ADAPT and ACTC framework to review projects with a gender equality lens can be found on https://docs.unocha.org/sites/dms/Documents/GenderToolkit1_1_ADAPTandACTCFramework.pdf

Tip sheets per sector can be found on <https://www.humanitarianresponse.info/coordination/gen-cap/document/iasc-gm-tipsheets>.

The E-Learning course [Gender in Humanitarian Action: Different Needs – Equal Opportunities](#) is also available on line.

6.2 Tips to integrate gender in programming (Sudan)

TIPS TO INTEGRATE GENDER IN PROGRAMMING FOR PROJECTS SUBMITTED

A Guidance¹

Following are suggested tips to ensure the projects are gender sensitive

The aim is to develop projects with Gender Marker “Code 2” (a/b), which demonstrates a good quality gender responsive project design. This requires **gender is reflected in needs, activities and outcomes**; and that they are **logically consistent** i.e. needs identified are incorporated into activities and measured in indicators.

Use SEX and AGE disaggregated data (SADD) wherever possible. Ensure all data is disaggregated based on sex and age. Do not use absolute numbers that hide the demographic profile e.g. XXX affected people; rather show disaggregated numbers or proportions e.g. XXX affected people of which 80% are women and girls. If exact numbers are not available, use qualitative qualifiers such as “majority”, “vast number” to demonstrate the different groups in the affected population.

Avoid Using NEUTRAL words that hide the distinct roles of based on gender and age/age groups such as “communities”, “vulnerable people”, “affected population”, “pastoralists”, “children” etc. Try and identify the specific identities i.e. are they women, men, girls, pregnant and lactating women, older women; elderly man, adolescent boys?

Criticality of sex and age dis-aggregation in representing data is essential as it is the smallest unit of information essential to facilitate analysis of spectrum of vulnerabilities to enable prioritization and targeting.

Provide GENDER ANALYSIS and highlight gender dimensions of impact on different groups of women, girls, boys and men to illustrate distinct needs and risks. Wherever possible, **demonstrate the impact of the displacement and conflict outside the binary of age and sex**, identifying how the multiple factors - women/ pregnant and lactating women; girls/ adolescent girls; men/ elderly single men; boys/ boy heading households- lead to barriers in access to assistance and protection.

The analysis should include the **risks, needs and concerns as well coping mechanisms and capacities**. E.g. the lack of access to food in women headed households (NEED) might lead to women going hungry as they feed their children and elderly (COPING); or it puts them at risk to sexual abuse and exploitation in exchange for food (COPING).

Gender analysis should demonstrate how the women and men across age/age groups in the community relate with each other; and clearly highlights the most affected.

ACTIVITIES proposed are derived logically from the identified needs in the analysis. They should address aspects of:

- ✓ **Participation:** Are women and men included in the design of the project activities? Are cultural and religious beliefs taken into consideration in developing nutrition programmes? Are women and men from the community involved in this monitoring and review? Do different groups appear to benefit equally from assistance? Are activities planned so as to overcome constraints to women and girls from participating? E.g *home drops of food & NFI assistance, child care facilities as at venue of training; women trainers in training teams; separate consultation with women and men, boys and girls*

¹ As per the agreement at the RRR Sector Meeting (March 7, 2016), this initial guidance note is prepared by GenCap Adviser, informed by the IASC gender handbook.

- ✓ **Protection:** How will the activities mitigate risks to GBV and SGBV? Can the project increase exposure to risk and what measures are taken to address this risk. E.g. *economic empowerment projects do not increase risks of violence to women at home; shelters have privacy screens to ensure dignity and safety to women and girls; implementing teams are gender balanced*
- ✓ **Empowerment:** Do the activities contribute to improved relations between women and men in communities? Do livelihood activities contribute to increased role of women in decisions making at households and community level? Are women and men equally involved in WASH committees?

OUTPUT INDICATORS² to have a logical link with activities identified and are sex and age disaggregated. This will assist in tracking the proportion of humanitarian assistance reaching women, girls, boys and men.

- ✓ The indicators should capture the proportion of females and males in assistance e.g. XXX number of boys and YYY girls enrolled in schools;
- ✓ Measure empowerment dimensions i.e. leadership, participation, decision making roles for women and men, boys and girls i.e. XX % of committees have women in decision making positions; Y% of people trained in shelter making are women; Implementing teams are gender balanced (XXX women and YYY men)
- ✓ Where the unit of measure is not 'people' but material based, use gender sensitive qualifiers e.g. XX number of gender sensitive shelters built; make effort to ensure the gender sensitivity within such a shelter with gender sensitive /privacy screens

Annexure: Questions that may be considered to strengthen gender analysis in identifying needs³:

- ✓ Which groups are affected (sex and age disaggregated)? How are they affected? Who has returned and are there members left back? (gender, age)
- ✓ Different roles, responsibilities, practices of women and men, boys and girls in the communities e.g. who fetches water, who is engaged in paid labour? How has this changed from pre-return/displacement?
- ✓ Who has access to what (income, assets, livelihoods resources, information)? Who owns what? Who has lost what?
- ✓ Who faces barriers in accessing services? What are those barriers?
- ✓ What can they do for themselves? What are the skills/capacities does each group have (roles, activities, training, paid and unpaid roles)?
- ✓ Do women and men participate equally in decision-making? What are decision making structures in community?
- ✓ Which are the groups who are vulnerable? What are the forms of vulnerability and why?
- ✓ Are the vulnerabilities and coping mechanisms different for women and men, girls and boys?
- ✓ Are there any beliefs or practices that may affect the access of assistance to women and men differently e.g. are nutritional status of women, men, girls and boys differ due to certain religious and /or cultural beliefs?

² Refer to the Sector specific gender indicators in the SHF GMS

³ Please note these are illustrative and may not cover all sectors

- ✓ Are there specific needs and concerns shared by women and girls, pregnant and breastfeeding women, young boys? Are there particular risks of SGBV?

6.3 Sector Specific Minimum Actions on Gender (Sudan)

Two 2016 first allocation programmes have developed minimum actions on gender for all programme partners to mainstream gender in the specific context.

The project partners of the Multi Sector RRR Pilot on returnees in um Baru commit to implement these actions through the project cycle, contributing to the commitment in the HCT Gender Strategy.

Sector	Analysis	Participation	Protection from GBV and Sexual Exploitation and Abuse (PSEA)	Design/Access
Protection	Sex and age disaggregated data is collected. Information captures specific population demographics such as female headed households, widows, pregnant women, young boys, unaccompanied minors, people with disability etc.	Community protection management structures meaningfully include women and men in decision making. To facilitate participation of women and girls, sensitise the local Sheikhs and involve women groups such as mothers groups, peace coalitions, widow groups and other respected women in the community such as the <i>Hakamas</i> .	Implement code of conduct training, including on gender, GBV and PSEA for all field staff and community volunteers. People across sex and age are aware of their rights against GBV and PSEA and informed of relevant redress mechanism	Establish women/girls safe space and child friendly centers in the community. Location of the community based protection space is determined in direct consultation with women and girls.
WASH	Sex and age disaggregated data is collected and analysed. i.e. roles and responsibilities of males and females members in accessing WASH facilities is analysed and used for programme design <i>e.g. what are the gender roles in WASH practices? has it changed from pre - displacement and return? who collects water? how does it impact their other roles (do girls /boys have to quit school to assist in water collection?), what is the distance to water collection? are there specific needs of certain groups such as elderly, women and men with</i>	Community based WASH committees (operation, maintenance and hygiene promotion) include women and men in decision making. Encourage gender balance in implementing team to facilitate direct discussions with females.	Provide gender disaggregated latrines, WASHing and changing facilities that ensure safety, privacy; and where possible equipped with locks and lights, particularly for use by girls and women.	Consider design and rehabilitation of WASH facilities that take into account specific needs of elderly males and females and people with disabilities <i>e.g. lower level of taps and grab bars to enable access to people with disabilities and the elderly; a larger latrine size for use by pregnant women; privacy for WASHing of menstrual hygiene material; privacy screen for changing clothes.</i>

	<i>disability?</i>			
Nutrition	Sex and age disaggregated data is collected and analysed.	Hold separate consultations with females and males in design and monitoring of programmes, with respect to distribution location, time and content of nutrition package. Particularly hold direct discussions with women headed households, pregnant/lactating women and households headed by adolescent and/or unaccompanied boys and girls.	Distribution sites, time and methodology guarantees convenience and safety from risks of GBV and PSEA, particularly for women and girls who may be more exposed to these risks.	Specific cultural needs of pregnant women and adolescent girls are included in nutritional assistance. Create specific schedules for nutrition and feeding at the distribution center to guarantee safety for pregnant and lactating women; and adolescent girls/ boys who may have child care responsibilities as household heads.
Health	Sex and age disaggregated data is collected and analysed i.e. <i>what are the gender specific community health needs and practices particularly with regard to pregnant /lactating women, adolescent menstruating girls and , elderly? what are the cultural practices that inform health response for women and men across age?</i>	Ensure gender balance by recruiting and training women and men as health workers and in community based health committees.	Provide 24hour availability of Minimum Initial Service Package (MISP) so that women and men and adolescent girls, boys have access to priority sexual and reproductive health services. Offer medically equipped gender balanced staff to assist GBV survivors. Where medical personnel are mandated to report incidence of SGBV, seek advice of GBV advisers	Offer mobile health services to reach specific population groups such as the elderly and people with disabilities. Messaging on health is through appropriate channels and tools to accommodate the different levels of literacy and access by women and girls; and boys and men.
NFI/Shelter	Sex and age disaggregated data is collected, and distribution criteria developed for distribution based on analyses of gender roles and population demographics.	Hold separate consultations with women, girls, boys and men on appropriate transitional shelter design and NFI distribution location; and that shelter trainings include women by addressing the specific needs and barriers to their participation including care roles, convenience of time and location	Information on their right to free humanitarian assistance is available to women and men, girls and boys so as to mitigate their vulnerability to sexual exploitation and abuse.	Consider home drops and priority queues to meet specific concerns of households led by boys/girls, elderly women and men and pregnant women; promote transitional shelter standards that meet privacy and dignity of women and girls; ensure female headed households have direct access to shelter material for construction and ensure distribution of specific materials to women and adolescent girls such as materials for partition, blankets for

				pregnant women and extra lights/lanterns/torches for the household.
FSL	Sex and age disaggregate data is collected and gendered division of labour, needs, capacities of women and men analysed, particularly within agro/pastoral context	Livelihoods and skill development activities implemented engage both women and men in returnee population. Target specific action, where appropriate, to directly include more at risk population groups such as single women, female headed household, young unaccompanied boys.	Encourage gender balance in implementing team. Hold awareness for community members across age and gender on protection and prevention from GBV and their rights against sexual exploitation and abuse.	Conduct regular monitoring of access and social/family tensions. Develop specific strategies such as establishing women collective/groups; direct safe access to grants for female headed households and joint entitlement of ownership by both women and men in household assets such as livestock.
Education	Sex and age disaggregated data is collected and analysed in assessments, monitoring school enrolments and dropout rates.	Encourage establishment of children's networks (separate for boys and girls) to raise relevant issues. Hold direct consultation with parents, and children (boy and girls) to determine location, design and timing of the learning /teaching spaces.	Strengthen capacity of parents and teachers on gender and GBV issues, and encourage parents and teachers sign a code of conduct; equip teachers (females and males) skills and tools to offer psychosocial support to children.	Ensure education environment is gender friendly particularly facilitating girls' participation by having separate latrines for boys and girls, provision of sanitary material to address issues of adolescent girls and recruiting female teachers by supporting them with child care facilities, part time jobs.

The South Kordofan Consortium led by the Protection Sector developed similar [specific minimum actions for gender⁴](#) mainstreaming.

Sector	Analysis	Participation	Protection from GBV and Sexual Exploitation and Abuse (PSEA)	Design/Access
Protection	Sex and age disaggregated data is collected. Ensure assessment tool(s) used to identify protection risks and needs are gender inclusive. Map and consult with existing	Community protection structures meaningfully include women and men in decision making. To facilitate participation of women and girls, engage with key decision makers in the community-men and women (e.g. Sheikhs; Hakamas, members of	Implement Code of Conduct training including PSEA, gender and GBV with all field staff volunteers. GBV response services are located in safe and accessible areas, determined in direct	Directly consult women and girls to ensure assistance provided does not encourage unintended negative consequences (e.g. including women in livelihood opportunities do not increase their risk to domestic violence),

⁴ <https://drive.google.com/open?id=0B1fnVKN4KW08TzhTWKIHQIFuM1E>

	local structures e.g. mothers groups, single women group, youth groups during assessments.	local women groups). Ensure gender balance in assessment and monitoring teams.	consultation with women and girls. Establish links between community based women protection committees and community volunteers and equip them with updated referral pathways to strengthen GBV prevention and response mechanisms.	and/or that harmful cultural practices are not promoted. Protection messaging uses appropriate communication channels and tools to accommodate different levels of literacy and access by women and girls; and boys and men. e.g. use of graphics /visuals; communication through radio, messaging at water collection points, health centers.
WASH	Sex and age disaggregated data is collected. Roles and responsibilities of male and female members in accessing WASH facilities are analysed and used for programme design. e.g. what are the existing WASH practices? Has it changed from pre-displacement context? What is the distance to water collection?	Hold separate consultations with women and girls; and men and boys to identify their specific needs to access WASH facilities such as in location and design. Ensure gender balance in implementing teams to facilitate direct discussions with females. WASH committees (operation, maintenance and hygiene promotion) include women and men in decision making.	Provide gender disaggregated latrines and washing facilities that ensure safety, privacy and where possible, equipped with locks and lights, particularly for girls and women. Conduct spot checks by gender balance teams to ensure security for women and girls is ensured in accessing water points.	Hygiene promotion messaging includes targeted messaging on safe, and dignified methods of menstrual hygiene. Design of WASH facilities takes into account specific needs of elderly males and females and people with disabilities. e.g. lower level of taps and grab bars for access to people with disabilities and the elderly; a larger latrine size for use by pregnant women; privacy for washing of menstrual hygiene material and changing facilities.
Nutrition	Sex and age disaggregated data is collected. Map specific nutritional habits and practices of males and females in community to inform programme design, particularly pregnant /lactating women, adolescent menstruating girls and the elderly.	Nutrition committees include women and men in decision making. Hold separate consultations with females and males in design and monitoring of programmes, with respect to distribution location, time and nutrition package. Particularly hold direct discussions with women headed households, pregnant/lactating women and households headed by adolescent boys and girls.	Distribution sites, time and methodology guarantees convenience and safety from risks of GBV and PSEA, particularly for women and girls who are more exposed to these risks. Community health staff are sensitized on gender and GBV issues; and equipped with referral pathways to adequately respond as first line of support.	Specific cultural needs of pregnant women and girls are included in nutritional assistance. Create specific schedules for nutrition and feeding at the distribution center to guarantee safety for pregnant and lactating women; and adolescent girls/ boys who may have child care responsibilities as household heads.

		Encourage gender balance in recruitment of community health practitioners (CHP).		
Health	<p>Sex and age disaggregated data is collected.</p> <p>Map gender specific community health needs and practices, particularly pregnant /lactating women, adolescent menstruating girls, elderly.</p> <p>Identify existing cultural practices that inform health response e.g. who are the people who influence/decision makers? What is the sensitivity about women being treated by male health practitioners? What are the practices of child birth?</p>	<p>Include balanced ratio of women and men in health committees. Ensure women in decision making. Hold direct discussions with women and girls to identify their specific health needs.</p> <p>Encourage gender balance in teams by recruiting and training women and men health workers.</p>	<p>Timing and location of health services ensures convenience and protection from GBV, particularly for women and girls who are more exposed to these risks.</p> <p>Ensure 24 hour availability of Minimum Initial Service Package (MISP) for reproductive health in crisis situations. Offer medically equipped gender balanced staff to assist GBV survivors. Where medical personnel are mandated to report incidence of SGBV, seek advice of GBV advisers.</p>	<p>Include specific reproductive health and maternal care needs of women and adolescent girls. Where relevant, offer mobile health services to reach specific population groups such as elderly and people with disabilities.</p> <p>Messaging on health is through appropriate channels and uses tools that accommodate the different levels of literacy and access by women and girls; and boys and men.</p>
NFI/Shelter	<p>Sex and age disaggregated data is collected.</p> <p>Directly consult with women and men in the affected population. Develop guidance on criteria for distribution based on analysis of gender roles and population demographics.</p>	<p>Women, girls, boys and men, particularly the elderly and the female headed households, are equally included in community structures that decide on shelter (design, location) and NFI distribution (time, location).</p> <p>Include women in shelter trainings by addressing the barriers to their participation e.g. offer child care facilities, decision on time, location, presence of gender balance trainers.</p>	<p>Hold direct consultations with women and girls, particularly female headed households, pregnant women and households led by unaccompanied minors to identify specific needs in shelter design and NFI distribution sites.</p> <p>Encourage gender balance in distribution and implementing teams.</p>	<p>Consider home drops and priority queues to meet specific concerns of households led by boys/girls, elderly women and men and pregnant women.</p> <p>Temporary shelters to have locks and privacy screens and appropriate windows and doors to ensure privacy.</p> <p>Ensure female headed households have direct access to shelter material for construction; as well as are aware of where and from who to seek information regarding assistance concerns.</p>
Education	<p>Sex and age disaggregate data is collected and analyzed.</p> <p>School enrolment</p>	<p>Recruit female and male teachers to facilitate full participation of girls in</p> <p>Encourage establishment of children's networks (separate</p>	<p>Strengthen capacity of teachers to address risks of forms of GBV such as child marriages, child labor through monitoring</p>	<p>Ensure that the WASH facilities in schools are gender sensitive i.e. there are separate</p>

	<p>information is disaggregated based on gender and age. Assess the impact of distance and safe access to school to measure attendance and drop outs separately for boys and girls in different age groups.</p>	<p>for boys and girls) to raise relevant issues.</p> <p>Ensure girls and boys have equal access to schools and learning spaces; hold direct consultation with parents and children (girls and boys) to determine location, design time of these spaces.</p>	<p>attendance of girls and boys.</p> <p>Train teachers on Education in Emergencies tools, including psychosocial support skills.</p>	<p>latrines for girls and boys; provision of sanitary material for adolescent girls.</p> <p>To encourage recruitment for female teachers, address their specific barriers to involvement through offering part time jobs, establishing child care/nurseries, etc.</p>
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Following evaluation of both programmes, a country wide standard for minimum action on gender may be developed.

7 Accountability to Affected Populations

Accountability to affected populations (AAP) is about systematically and meaningfully engaging the recipients of aid into all stages of the humanitarian programming cycle, ensuring they have a voice and a hand in the decisions that affect their lives. For humanitarian actors, this requires respect, transparency, and a willingness to work with affected communities, and also be influenced and judged by them. In practice this entails consulting beneficiaries during assessment, design, implementation, monitoring, and evaluation of programmes; establishing open channels of communication for feedback and information sharing; and facilitating participatory processes for decision-making and mutual learning. Doing so is not only fundamental to humanitarian principles, but also a practical means to improve the quality and effectiveness of humanitarian aid and ultimately the sustainability of aid programmes. AAP is just one aspect of a principled approach to humanitarian aid, in addition neutrality and impartiality must be ensured.

The five Commitments to Accountability to Affected Populations are:

1. **LEADERSHIP/GOVERNANCE:** Demonstrate their commitment to accountability to affected populations by ensuring feedback and accountability mechanisms are integrated into country strategies, programme proposals, monitoring and evaluations, recruitment, staff inductions, trainings and performance management, partnership agreements, and highlighted in reporting.
2. **TRANSPARENCY:** Provide accessible and timely information to affected populations on organizational procedures, structures and processes that affect them to ensure that they can make informed decisions and choices, and facilitate a dialogue between an organisation and its affected populations over information provision.
3. **FEEDBACK and COMPLAINTS:** Actively seek the views of affected populations to improve policy and practice in programming, ensuring that feedback and complaints mechanisms are streamlined, appropriate and robust enough to deal with (communicate, receive, process, respond to and learn from) complaints about breaches in policy and stakeholder dissatisfaction. Specific issues raised by affected individuals regarding violations and/or physical abuse that may have human rights and legal, psychological or other implications should have the same entry point as programme-type complaints, but procedures for handling these should be adapted accordingly.

4. **PARTICIPATION:** Enable affected populations to play an active role in the decision-making processes that affect them through the establishment of clear guidelines and practices to engage them appropriately and ensure that the most marginalised and affected are represented and have influence.
5. **DESIGN, MONITORING AND EVALUATION:** Design, monitor and evaluate the goals and objectives of programmes with the involvement of affected populations, feeding learning back into the organisation on an ongoing basis and reporting on the results of the process

As a minimum standard, the SHF requires that every project displays a signboard at its project location detailing the purpose of the project including its intended beneficiaries, the duration of the project and an explanation of how and when the community is consulted as well as of its complaint mechanism.

Reference material is available from the CHS alliance which has integrated Accountability to Affected Populations in its 9 Core Humanitarian Standards on Quality and Accountability. Several organizations now prefer the term 'Community Engagement' as it implies an more active two-way dialogue.

8 Protection mainstreaming

8.1 Protection mainstreaming (Sudan)

The humanitarian response in Sudan should be provided without exposing targeted populations to further protection threats or risks, and, to the extent possible, contribute to improve their physical security and integrity. This can be done by mainstreaming essential protection principles in the way the humanitarian response is planned, implemented and monitored. The four protection mainstreaming principles, and their potential impact on the overall protection of the targeted populations, include:

Prioritise safety and dignity and avoid causing harm: Through this principle, humanitarian organisations aim to ensure that all efforts will be made to prevent and minimize as much as possible unintended negative effects of their interventions which can increase people's vulnerability to both physical and psychosocial risks. In the context of Sudan, this requires in particular that humanitarian organisations, jointly with the targeted communities strengthen their analysis of protection risks which their response may generate or aggravate, and identify ways to prevent them to the extent possible. For example, does the assistance provided risk creating tensions with host communities? How do the location and the modalities of humanitarian services contribute to reduce the exposure of communities, and their vulnerable members, to security risks?

Meaningful access: Arrange for people's access to assistance and services – in proportion to needs and without barriers (e.g. discrimination). In Sudan, particular attention should be provided to the situation of vulnerable people who may face particular problems in accessing services, because of reduced mobility, marginalization among their communities, or other constraints. The procedures for the easy referral or orientation of people with special needs by partners outside the protection sector should be reinforced. Social/cultural obstacles to services for GBV survivors should also be addressed.

Accountability: Set up appropriate mechanisms through which affected populations can measure the adequacy of interventions and address complaints and concerns. Systems have been put in place, in particular in IDP camps in Darfur, to enable targeted communities to inform humanitarian service providers about gaps and needs in particular sectorsⁱ. They should be maintained and extended.

Participation and empowerment: Support the development of self-protection capacities and assist people to claim their rights. In Sudan, the community-based approach to the humanitarian response is widely acknowledged as instrumental to ensure the relevance of humanitarian intervention, and its sustainability to the extent possible. However, more can be done to strengthen communities, by rationalizing the network of community structures across sectors, agreeing on essential capacity building for community structures, and, with the protection sector, essential protection sensitization.

The promotion of protection mainstreaming principles in the humanitarian response should be undertaken primarily with the relevant sectors and their partners, with the support of OCHA and the Protection Sectorⁱⁱ.

8.2 Sector Specific Minimum Actions on Protection in Sudan

At the time, there are no sector specific minimum actions on protection mainstreaming for Sudan context. There is comprehensive guidance available by the Global Protection Cluster on protection mainstreaming as below:

Protection Mainstreaming Toolbox

[GPC Protection Mainstreaming Training Package \(Full\) – English / Arabic](#)

[GPC Protection Mainstreaming Training Package Resources](#)

[Sector specific tip sheets](#) for protection mainstreaming are also available ^{5,6, 7, 8, 9, 10, 11}.

8.3 Gender-based violence

New guidance for integrating gender-based violence interventions in humanitarian action was created by the IASC in 2015. There is specific guidance available for all sectors directly in the home page of the website. <http://gbvguidelines.org/>

9 Environment

In order to promote environmental sustainability through humanitarian projects it is important to mainstream environmental management throughout the project cycle. The below described CAME approach can be followed to achieve this. Furthermore, from 2017 the use of the Environment marker is mandatory for each project including from the concept note stage onwards.

The CAME approach and environment in the project cycle

5 [http://www.globalprotectioncluster.org/_assets/files/aors/protection_mainstreaming/PM_training/Protection Mainstreaming Tip Sheet - WASH Programs.docx](http://www.globalprotectioncluster.org/_assets/files/aors/protection_mainstreaming/PM_training/Protection%20Mainstreaming%20Tip%20Sheet%20-%20WASH%20Programs.docx)

6 [http://www.globalprotectioncluster.org/_assets/files/aors/protection_mainstreaming/PM_training/Protection Mainstreaming Tip Sheet - Health Programs.docx](http://www.globalprotectioncluster.org/_assets/files/aors/protection_mainstreaming/PM_training/Protection%20Mainstreaming%20Tip%20Sheet%20-%20Health%20Programs.docx)

7 [http://www.globalprotectioncluster.org/_assets/files/aors/protection_mainstreaming/PM_training/Protection Mainstreaming Tip Sheet - Shelter Programs.docx](http://www.globalprotectioncluster.org/_assets/files/aors/protection_mainstreaming/PM_training/Protection%20Mainstreaming%20Tip%20Sheet%20-%20Shelter%20Programs.docx)

8 [http://www.globalprotectioncluster.org/_assets/files/aors/protection_mainstreaming/PM_training/Protection Mainstreaming Tip Sheet - CCCM Programs.docx](http://www.globalprotectioncluster.org/_assets/files/aors/protection_mainstreaming/PM_training/Protection%20Mainstreaming%20Tip%20Sheet%20-%20CCCM%20Programs.docx)

9 [http://www.globalprotectioncluster.org/_assets/files/aors/protection_mainstreaming/PM_training/Protection Mainstreaming Tip Sheet - FSL Programs.docx](http://www.globalprotectioncluster.org/_assets/files/aors/protection_mainstreaming/PM_training/Protection%20Mainstreaming%20Tip%20Sheet%20-%20FSL%20Programs.docx)

10 [http://www.globalprotectioncluster.org/_assets/files/aors/protection_mainstreaming/PM_training/Protection Mainstreaming Tip Sheet - Protection Programs.docx](http://www.globalprotectioncluster.org/_assets/files/aors/protection_mainstreaming/PM_training/Protection%20Mainstreaming%20Tip%20Sheet%20-%20Protection%20Programs.docx)

11 [http://www.globalprotectioncluster.org/_assets/files/aors/protection_mainstreaming/PM_training/Protection Mainstreaming Tip Sheet - Education Programs.docx](http://www.globalprotectioncluster.org/_assets/files/aors/protection_mainstreaming/PM_training/Protection%20Mainstreaming%20Tip%20Sheet%20-%20Education%20Programs.docx)

Integrating environment into humanitarian programming does not have to be difficult. The **CAME approach** is a straight forward approach to integrating environment into your project, by following these four steps:

C	CONTEXTUALISE projects given the environmental vulnerabilities of the areas they are located in
	<i>Which are the main environmental problems in the country/region/community (deforestation, water scarcity, other)?</i>
	<i>Are there sensitive/protected areas in the nearby area (such as forests, water courses)?</i>
	<i>What are natural resources traditionally used for? Do male and female users have different priorities?</i>
A	ASSESS projects for potential negative environmental impacts, given this context
	<i>Does the project impact directly on the local environment, specifically on previously identified main environmental issues? This could be the overuse of scarce water resources, or the cutting of trees for construction works.</i>
	<i>Does the project impact indirectly on the environment? (For example use of material brought in from other areas, causing unsustainable harvesting of wood in these locations, or the risk of deforestation as a result of increased population?)</i>
M	MITIGATE impacts by modifying the project design, or compensating for negative impacts
	<i>How can the direct and indirect impacts be reduced/ avoided?</i>
	<i>Have you reviewed best practices, case studies etc. from other organisations doing similar type of activities?</i>
	<i>Have you consulted with the local community/government to identify traditional and environmentally responsible solutions?</i>
E	ENHANCE environmental benefits in the project
	<i>After impact assessment and mitigation, what other enhancement measures can be added to the project?</i>
	<i>Can enhancement activities be combined with other sectors? (For example planting of fruit trees as enhancement could also contribute to increased nutritional value; production of SSBs can also be an income generating activity.)</i>

Environment should be integrated through the entire project management cycle:

Assessment: integration of environmental issues in the assessments will ensure that environmental harm is reduced or eliminated and environmental benefits are maximized. When assessing environmental issues, understanding the specific context is critical. For example, in the Darfur States in Sudan, deforestation/ desertification, and water scarcity are the two main environmental problems, and projects that could potentially affect forests and other land vegetation and water sources need to eliminate and/or mitigate negative impacts as much as possible. It is also recommended to assess other potential environmental problems relevant in the specific project or region.

Design and response: The context is also important in designing the response – key environmental concerns should be built into the project. One example to ease pressures on forestry resources would be the introduction of alternative construction material such as Stabilised Soil Blocks (SSB) or Cement Stabilised Blocks (CSB) to replace fired bricks for construction activities, depending on the availability of the needed inputs and technology in the region.

M&E: Monitoring and evaluation of the outcomes of a response is important to ensure that the effects sought for were indeed delivered, and to help identify possible negative environmental effects in time to allow for an adjustment of activities. It is a necessary part of ensuring that the principle of Do No Harm is fulfilled. Furthermore, evaluation will help identify best practices and lessons learnt that offer valuable insight for making improvements in future aid efforts.

Working with local NGOs, CBOs and communities: Community consultation and participation is a key part of environmental management, including working with the national and state governmental authorities. Civil society organisations including Universities, and local NGOs should be consulted, promoted and their capacities enhanced. People in these organisations have invaluable knowledge and skill in the management of the local environment, and will be responsible for building the systems for equitable sustainable management in future.

Gender: Throughout the project cycle it is vital to consider gender in relation to access to, and management of natural resources. For example, in the assessment of the water use in a community, it is important to consult both men and women, seeing that they have different roles in the society. Men might have a better knowledge of the use of water for livestock and women often have better knowledge of the amount of water used on a household level. The combined information will give more accurate information on the total need for water for a community. Equally, assessing the need for wood women often have better information on cooking practices, whilst men might have better knowledge of wood used for construction.

The Environment marker

Each humanitarian project should identify its potential impact on the local environment, and address it in a manner which is tailored to Sudan. Negative impact on the environment can be compensated by the integration of mitigation measures in the project proposal; a project can also from the onset aim to have a positive impact on the environment through the inclusion of environmentally enhancing measures. The Environment marker is the tool to use to evaluate your project's environmental impact. Through simple coding using the letters A, B and C, with a plus sign (+) for adequate enhancement or mitigation measures, the Environment Marker tracks a project's expected impact on the environment, and whether recommended actions have been undertaken. The tool is to be seen as a possibility to ensure that any negative impact on the local environment of a humanitarian project is reduced as much as possible and that environmental sustainability is taken into account from the project formulation stage.

CODE	DESCRIPTION	CODE	DESCRIPTION
A	Neutral impact on environment – without enhancement The project will only have a little or no negative impact on the environment. No environmental enhancement is included in the project.	A+	Projects with Environment Marker “A” with environmentally enhancing features. This project will have a positive environmental impact.
B	Medium environmental impact – without mitigation The project contains environmentally harmful components but do not include any, or sufficient enough of mitigation measures to reduce anticipated impact.	B+	Projects with Environment Marker “B” with mitigation in accordance to <u>sector guidance</u>. These projects should identify their likely impact on the environment, and develop mitigation measures by using relevant section of the Sector Guidance.
C	High environmental impact – without mitigation The project will have a major negative environmental impact but does not include sufficient mitigation measures.	C+	Projects with Environment Marker “C” with either: (1) An <i>Environmental and Social Screening Assessment (ESSA)</i> or; (2) An <i>Environmental Impact Assessment (EIA)</i> , followed by the development of an <i>agency mitigation plan</i> or a <i>Community Environmental Action Plan (CEAP)</i> with the affected community.
<i>Note that some high impact projects may require a specific type of assessment by national regulations.</i>			
N/A	Not Applicable. This option is only possible for a low number of projects (for example Logistics and Telecommunications cluster/sector).		

Find more information on the [UNEP Environmental Mainstreaming webpages](#) and also [tip sheets per sector](#) specifically developed for Sudan that provide suggestions for mitigation measures, as well as environment

enhancing best practices. Also, project proponents are encouraged to assign a modest budget in their proposal for the environmental actions. During the implementation phase of the projects, OCHA will also monitor the implementation of the proposed environmental actions through the M&E system.

10 Early Recovery

The [Guidance Note on Inter-Cluster Early Recovery](#) from the Global Cluster for Early Recovery is a comprehensive document that can support SHF partners in implementing Early Recovery in SHF projects.

A checklist or ER principles against which to assess whether projects have taken an early recovery approach into consideration is (annex 2 of the Guidance Note):

1. Is the project economically and environmentally sustainable?
2. Does it link to national plans and reflect Government priorities?
3. Does it promote national ownership? Is it based on an understanding of existing local capacities and response mechanisms?
4. Does it reduce risk of future crises?
5. Has it been developed with the participation of local communities?
6. Does it empower communities and institutions?
7. Does the project reduce inequity and vulnerabilities?
8. Does the project design reflect an understanding of the different needs and capacities of women and men and other sectors of the population? Does it promote gender equality?
9. Is the response based on a thorough understanding of the context?
10. Is the response culturally sensitive?
11. Does it tackle root causes?
12. Will the way it is implemented cause harm? Is it conflict sensitive (in conflict/post- conflict settings)?
13. Will the intervention build back better and contribute to long term resilience?
14. How will the intervention contribute to accountability for affected populations? Have the specific needs of different people been considered and addressed?
15. Have links been made with relevant development actors in the design of the project?
16. Does the intervention duplicate any existing national mechanism which it could strengthen?

Projects do not necessarily address all questions. Examples of relevant activities per sector can be found on pages 60 to 65 of the Guidance Note on Inter-Cluster Early Recovery.

11 Cash programming

Minimum Requirement 1: Partner Performance

1. Partner experience in Cash Transfer Programming (CTP) is evidenced and endorsed by the IASC sector or Cash Working Group (CWG).
2. Partner addresses risk of misappropriation of funds, duplication of assistance, security of staff and/or beneficiaries in proposal narrative or through organizational regulations.
3. Partner clearly demonstrates the benefit of cash for beneficiaries.

Minimum Requirement 2: Cash Feasibility

4. Market assessments and analysis have been conducted for the geographic area in question, and the impact of the action on local markets has been evaluated.
5. Acceptance of CTP amongst beneficiaries and Government has been evaluated.
6. Financial service provider capacity and availability of transfer mechanisms have been assessed.

Minimum Requirement 3: Distribution of Cash Assistance

7. Cash transfer mechanism options (such as cash in-hand, vouchers, mobile phone payments, number of instalments, amount, and currency) are clearly explained in proposal.
8. Process and details of distribution are specified, with access constraints addressed and, where relevant, crowd control-flow.
9. Benefit of the chosen distribution modality chosen is clearly demonstrated and IASC sector or CWG approved.

Minimum Requirement 4: Monitoring and Post-Distribution Monitoring (PDM)

10. Partner has established a proper PDM mechanism (internal or external), considering access constraints and including a PDM questionnaire.
11. Partner will submit a PDM report to the HFU for endorsement and further sharing with CWG, the IASC sector, and OCHA.

12 Budget guidance

The budget should be manually edited on GMS in the “Budget” tab of the Project Proposal:



 **Export Budget Report**

To facilitate the preparation of the budget, partners can download an **offline Excel version** (of the template that can be used to edit and perform/verify the calculations. The partner may use the offline version to copy and paste budget details directly onto GMS.

The following considerations should be made when completing the online budget:

- I. The budget should be in line with the **project proposal** background, the logical framework, and the workplan included in the full project proposal application;
- II. For each budget line provide *Unit Quantity*, *Unit Cost* and *Duration* (by month, day or lump sum). Use the **Duration** field to indicate the frequency of the cost (in the case of an annual salary for example, the *Duration* would be 12, the *Unit Quantity* the number of staff, and the *Unit Cost* the monthly salary). **Lump sum** costs can be accepted by providing satisfactory description on what the lump sum covers and how it is estimated in the section notes (V). The lump sum should be entered in the *Unit Cost* field, and both *Unit Quantity* and *Duration* should be set to 1.
- III. A budget note should be included for each budget line to describe and provide clarification on the cost inputs.
- IV. The budget should set out the funding being sought from SHF as a % of full cost of the project charged to SHF on a line by line basis;
- V. The budget should include sufficient details to justify the budget estimates and notes to explain assumptions, approach and calculations are required in the section notes provided.
- VI. At the end of each budget section, it is possible to add extra lines by selecting this option: 
- VII. Each change or addition to the budget should be saved by clicking on the *Save and Stay* option:

Save & Stay

Code	Budget Line Description	D / S	Unit Quantity	Unit Cost	Duration	Total Cost
Character Count						
1:1	V. Multi-Sector project Manager	Direct, Support	III. 2	4038	(per month, per day or lump sum) 12	IV. 9,691.20
	Multi sectorial project manager is the directly manages nutrition project manager. The MSPM also attends various cluster meetings (nutrition) and state coordination meetings as well as directly liaising with relevant government departments especially with regards to					

Budget Classification and Cost Categories

The project budget is classified into nine broad categories:

1. Staff and Other Personnel Costs
2. Supplies, Commodities, Materials (Project Inputs)
3. Equipment
4. Contractual Services (**DO NOT USE**)
5. Travel
6. Transfers and Grants to Counterparts
7. General Operating and Other Direct Costs
8. PSC Cost

1. Staff and Other Personnel Costs

Costs and entitlements of national and international staff involved in the implementation of the project contracted directly by the agency (**including consultants**). Such costs may be included as a shared cost percentage of the monthly cost corresponding to the time that the person will dedicate to the project.

Staff and other personnel costs should be grouped and sorted by two sub-categories:

1.1. Direct Staff

Salaries, social security contributions and other related benefits for staff working directly on the project (e.g. programme personnel like health officers, teachers, etc.).

1.2. Support Staff

Salaries, social security contributions and other related benefits for staff engaged in management, support and administrative activities (e.g. country representative, administrative and finance personnel, human resources, logistic managers).

Note on seconded staff: personnel working on the project, and being paid by the SHF budget (through the partner), although not directly contracted by the partner (for example Ministry of Health Staff working on specific health or nutrition related activities). These budget lines should be included in section 2, on the basis that the staff is not under the NGO's payroll and working on specific direct project activity.

Editing Staff and Other Personnel Costs on GMS

- I. Itemize each national and international staff by function and grade/level;
- II. Describe the function / expertise of the consultants hired for the project;
- III. Insert "D" if the personnel is a **Direct Staff** or "S" if a **Support Staff** as for the definition provided above.
- IV. Provide Unit Quantity, Unit Cost and Duration (by monthly or daily rates) for each position;
- V. If a position is cost-shared, budget the portion of monthly cost that the person will dedicate to the SHF project.
- VI. Do not include personnel contracted by grantees partners (which go under budget category 6);

Code	Budget Line Description	D / S	Unit Quantity	Unit Cost	Duration	Total Cost
Character Count						
		Direct, Support			(per month, per day or lump sum)	% charged to CHF
1:1	Multi-Sector project Manager	S	2	4038	12	10.00 % 9,691.20
471, 142000	Multi sectorial project manager is the directly manages nutrition project manager. The MSPM also attends various cluster meetings (nutrition) and state coordination meetings as well as directly liaising with relevant government departments especially with regards to					

2. Supplies, Commodities, Materials (Project Inputs)

Costs of inputs for activities directly related to the achievement of the **objectives** stated in the partner's project proposal, including:

- Procurement of **consumable supplies** for project implementation (e.g. drugs, food, NFIs, tents, seeds, tools, etc.);
- Costs associated with the **delivery, storage and distribution of consumable supplies** procured by the project, such as transportation, freight, customs, insurance, warehousing and other logistical requirements;
- **Construction works:** only the labor costs and known essential materials shall be budgeted and itemized, providing unit /quantity and unit cost. The budget narrative should explain how construction costs have been estimated on the basis of a standard prototype of building (latrine, health post, shelter), type of materials (wood, prefabricated, brick/cement/concrete) and formula or rationale used to estimate construction costs (e.g. per square foot or meter, previous experiences, etc.).
- **Training costs** associated with the direct implementation of the project (e.g. Technical training for direct personnel like training of community nutrition workers on Infant and Young Child Feeding practices);
- **Communications** materials for training and awareness raising, such as posters, pamphlets, etc., as well as the reproduction of these items.

- **Seconded staffs:** personnel working on the project, and being paid by the SHF budget (through the partner), although not directly contracted by the partner (for example Ministry of Health Staff working on specific health or nutrition related activities).
- **Common pipeline items:** Items that are expected or agreed to be provided by UN agencies and form an integral part of the project should be listed and described in detail. Indicate '0' under duration so that the 'Total Cost' for this line is '0'.

Editing project inputs costs on GMS

- Provide details of good and services under each header, including description /unit / quantity/ unit cost and notes for each type of input to be procured;
- If an input is in the form of a kit, provide an itemized list of the content of the kit in the notes section.
- All budget lines included in this section should be categorised as “**Direct**”.

Code Character Count	Budget Line Description	D / S	Unit Quantity	Unit Cost	Duration	Total Cost
2.1	Tents	Direct, Support D	7	7000	(per month, per day or lump sum) 1	% charged to CHF 100.00 % 49,000.00
198 / 4000	Procure 7 tents to support RH and Youth friendly services delivery. Each tent measures 7m x 5m LOCATIONS: The tents will be set up Awerial (3), Bentiu (3: 1 in PoC and 2 in town) and Bor (1 in PoC).					

3. Equipment

Procurement of non-consumables for the benefit of project recipients and directly related to the project implementation (e.g. IT equipment for registration, medical equipment, etc.). Low value project items should be included in budget section 2. Laptops, printers, and other office equipment should be included in this section.

SHF generally does not fund the purchase of vehicles and motorcycles. If included, a strong justification is required.

Editing Equipment on GMS

Code Character Count	Budget Line Description	D / S	Unit Quantity	Unit Cost	Duration	Total Cost
3.1	Procurement of basic EMOC equipment for health facilities	Direct, Support D	10	2000	(per month, per day or lump sum) 1	% charged to CHF 100.00 % 20,000.00
---	Procurement and delivery of basic EMOC for 10 health facilities in the following localities:					

4. Contractual Services

All costs for project services provided by a private contractor/company should be included here. Procurement of supplies remains under section 2.

5. Travel

Travel costs of staff, consultants and other project personnel, such as daily subsistence allowance, local flights, hazard pay (if only related to travel), and other travel entitlements, fuel and vehicle/boat rental costs for staff.

Details of the position who will be travelling should be indicated and staff travelling must be posts included in the budget under section1.

Editing Travel cost on GMS

- Itemize by international and internal/national travel, cost type and indicate whom the travel cost is for.
- For staff, consultant and other personnel travel, provide details on the number of days, DSA rate and national and international flight costs (round/single trip).

Code Character Count	Budget Line Description	D / S	Unit Quantity	Unit Cost	Duration	Total Cost
5.1	Nutrition staff travel, per diem & lodging	D	3	500	4	3,000.00
<small>This refers to travel of Nutrition Adviser from Khartoum to Kass for technical support/monitoring, and Nutrition Program Manager and Nutrition Area Manager for coordination meetings/donor liaison in Nyala/Khartoum. 3 staff are expected to each travel at least once per</small>						

6. Transfers and Grants to Counterparts

Entities receiving sub-grants could be NGOs, government or other non-commercial entities.

For each transfer and/or sub-grant provide the estimated cost breakdown of partnership agreements using the following categories, with the same definitions, as from the primary budget: 1) staffing; 2) supplies, commodities, materials; 3) equipment; 4) travel, and 5) programme support costs. More details may be requested by the SHF Technical Unit. If the sub-grantee is further sub-granting or intends do so, this has to be mentioned in the budget line description.

It is considered good practice that the logical framework reflects which activities will be implemented by the partner and which activities will be implemented by the sub-grantee.

Editing Transfers and Grants to Counterparts on GMS

Code Character Count	Budget Line Description	D / S	Unit Quantity	Unit Cost	Duration	Total Cost
6.1	Partner A - Staff Costs	D	1	2000	1	2,000.00
71 / 4000	<small>These are partner A staff costs including: - 10% of Programme Manager</small>					
6.2	Partner A - IYCF Services	D	10	1200	1	12,000.00
193 / 4000	<small>Comprehensive IYCF training (9 day workshops). The cost will cover the transportation, DSA for non-resident participants, stationary, meals, hall rent, Training materials and facilitator fees.</small>					
6.3	Partner A - Indirect Programme Support Costs	S	1	1000	1	1,000.00

7. General Operating and Other Direct Costs

General operating costs, including office running costs, office stationary/supplies, and utilities such as telecommunications, internet, and office rental for the implementation of this project. For these costs provide information of office location. Also to be included in this section other general operating costs such as technical supervisory support, monitoring and evaluation, and reporting.

General Operating Costs originating from Khartoum country offices, or from other locations other than the one where the project implementation takes place, are allowable under the conditions for inclusion of shared costs (section 3 of this document).

Editing General Operating and Other Direct Costs on GMS

- I. Lump sum costs can be accepted provided satisfactory description on what the lump sum covers and how it is estimated.
- II. All budget lines include in this section should be categorised as “**Support**”.

Code Character Count	Budget Line Description	D / S	Unit Quantity	Unit Cost	Duration	Total Cost
7.1	Vehicle rental	S	4	800	12	1,920.00
177 / 4000	Vehicle rental for 4 offices; South Kordofan, West Kordofan, West Darfur and Central Darfur at a cost of \$800 per month at 5% charge, hence a total of \$1,920 has been budgeted.					
7.2	Office rental	S	4	2000	12	4,800.00
156 / 4000	Office rental is budgeted for West Darfur, South Kordofan, West Kordofan and Khartoum at a monthly cost of \$2,000 and a charge of 5% to this funding source.					

8. Programme Support Costs (PSC)

PSC are **indirect costs** incurred by the partner regardless of the scope and level of its activities and which cannot be traced unequivocally to specific activities, projects or programmes.

These costs typically include corporate costs (i.e. headquarters and statutory bodies, legal services, general procurement and recruitment etc.) not related to service provision to a particular project.

PSC is charged as a **maximum 7 per cent** of the approved direct project expenditures (categories 1 to 7) incurred by the partner. When the 7 per cent is shared, see also [Budget principles](#), the total should still be listed here but the repartition should be documented in the budget.

Editing PSC on GMS

- I. PSC costs do not have to be itemized, but entered as a percentage of the direct project expenditures (maximum 7 per cent).

PSC Cost		Quarter Plan
PSC rate (insert percentage, not to exceed 7 per cent)	7	(in %)
PSC Amount		20,054.92

Quarterly Forecast

The cost of each budget line must be broken down by quarter clicking on the icon appearing on the top right hand side of each budget section  Quarter Plan :

Quarter Plan - Supplies, Commodities, Materials						
Budget Line Description	Total Cost	2014			2015	Quarterly Total
		Q2	Q3	Q4	Q1	
Provision of routine drugs for SFP and OTP	10,000.00	5000	0	5000	0	10,000.00
In-kind support for community outreach volunteers (suaar. oil. soap)	8,640.00	2160	2160	2160	2160	8,640.00

The cost of each budget line must be broken down by quarter clicking on the icon appearing on the top right hand side of each budget section  Quarter Plan :

Quarter Plan - Supplies, Commodities, Materials						
Budget Line Description	Total Cost	2014			2015	Quarterly Total
		Q2	Q3	Q4	Q1	
Provision of routine drugs for SFP and OTP	10,000.00	5000	0	5000	0	10,000.00
In-kind support for community outreach volunteers (sugar. oil. soap)	8,640.00	2160	2160	2160	2160	8,640.00

Sector Specific Budget Parameters

Partners may be requested to keep budget categories within the cost benchmarks communicated by the SHF Technical Unit.