

INTRODUCTION

1. METHODOICAL CONTEXT

1.1 Preface:

The study aimed at defining of the concept of livelihoods program, explaining the reasons for the implementation of livelihoods program (pro poor value chain project) in South Darfur State, Reviewing the implementation phases of livelihoods program and obstacles faced the application in addition to the clarification of results and effects of the implementation of livelihoods program in South Darfur State (economically and socially).

The study approached role of UNDP in supporting human development in South Darfur "a case study of livelihoods – value chain project in South Darfur" to substantiate that in order to promote long-term development and prevent the outbreak of future conflict in Darfur, it is important to ensure that peace dividends reach all conflict-affected households and communities in particular the IDPs, returnees, pastoralists, women, and youths (male/female). The continuous lack of productive work, basic social services and justice is creating hardship, frustration, and idleness among local populations. Uneven wealth distribution and lack of development in Darfur is creating significant inequalities in the region. As a result, there is a steady stream of grievances and disaffected youth who can be recruited for criminal activities and political mobilization. Consequently, the focus on economic recovery is a key factor to prevent renewed violent conflict in Darfur.

Pro-poor value chain development is a key strategy for livelihoods stabilization as well as early and long term local economic recovery in Darfur. In rural areas, value chains integration also provides a key strategy for sustainable voluntary return. The current conflict has disrupted markets, disadvantaging mainly farmers and pastoralists. Therefore in an effort to assist these producers

to maximize on profits, UNDP commissioned a number of value chain analysis studies in Darfur. In addition, UNDP in close cooperation with the Ministry of Agriculture of South Darfur, has conducted a surveys to establish baselines for hibiscus, groundnuts, honey and livestock value chains as well as for community CBOs/NGOs active in the 25 selected communities in South Darfur.¹

¹ Abduljabar Abdalla Fadul (2010) , Community Value Chain Baseline Assessment In Selected Localities in Darfur, p6.

1.2 Research Significance:

The importance of this research well up from the great importance of the human development in South Darfur State after serious suffering with conflict, and it comes for several reasons can be summarized in the following:

1. The lack of researches in the area of human development, especially by the national organizations (CBOs/NGOs), and other development corporations.
2. Most of the researches have only focused on the local development.
3. Negligence of human development aspect, which is the cornerstone of integrated development in Sudan and South Darfur State as well.
4. To shed light on the role that could be played by UNDP in supporting human development.

1.3 Research Problem:

The research problem is represented in the lack of attention to development in general, and human development in particular, which resulting in weakness and deficiencies in various aspects of development and thus neglect some aspects of human development that need to be addressed, pre and post conflict or even during early recovery. The research seeks to discuss this problem through the following questions:

1. Could livelihoods (value chain) programs implement in South Darfur assist in human development in the State?
2. To what extent the program has been successful in achieving the goals set for livelihoods projects? and to what extent the target groups benefited from the program?
3. What are the mechanisms and tools that were used to achieve the objectives of the program?
4. What are the obstacles and problems encountered in the implementation of the program? and how to overcome them? What are the lessons learned?

1.4 Research Objectives:

1. Definition of the concept of livelihoods projects (value chain).
2. Explain the reasons for the implementation of livelihoods projects (value chain) in South Darfur State.
3. Reviewing the implementation phases of livelihoods projects (value chain) and obstacles faced the application.
4. Clarify results and impacts of the implementation of livelihoods projects (value chain) in South Darfur State, economically and socially.

1.5 Research Hypotheses:

1. The projects that have been implemented by the United Nations Development Programme, contributed to support of human development in South Darfur state.
2. The projects and programs carried out by the United Nations Development Programme in South Darfur state, faced some problems that hindered achieving of all objectives.
3. Accuracy in selection of development projects, and increment of projects number, would help to improve concept of the beneficiaries and realize human development.
4. Capacity building and livelihoods projects, Represent the best projects for South Darfur people.

1.6 Sources of Data:

1. Primary data; this include data generated from questionnaires administrated in the field, and focus group discussions.
2. Secondary data; this include books, written reports (monthly, quarterly, annual), archived reports, budgets and project's proposals, files, articles, minutes of meetings, magazines and the internet.

1.7 Research Methodology:

This research uses, the historical method, descriptive analytical method and case study method with the application on the " livelihoods (value chain) - South Darfur."

1.8 Research limits:

Temporal limits: 2009 – 2013 (this is the period witnessed the implementation of livelihoods program – value chain in South Darfur)

Spatial limits: South Darfur State – UNDP – Livelihoods program – pro poor value chain.

1.9 Research Structure:

The research contains an introduction and three chapters divided into sections in addition to the conclusion.

Introduction: contains the methodical context and previous studies.

Chapter one: Literature Review, divided into two sections, the first section, gives information on definition of human development and development theories, while the second section detailed the projects implemented by UNDP in South Darfur.

Chapter two: UNDP Projects in South Darfur, also divided into two sections, the first section, gives historical background about UN and UNDP, whereas the second section, talked about the reasons that prompted UNDP to support livelihoods in South Darfur State.

Chapter three: Role of UNDP in Supporting Human Development in South Darfur, divided into two sections, the first section evaluates livelihoods project in South Darfur, while the second Section handled the data analysis and discussed the research hypotheses.

Conclusion: Includes the findings and recommendations.

And finally the **References and Appendixes.**

2. PREVIOUS STUDIES:

2.1 Study of: *Sumaya Osman Abu Zeid*,² on "The role of Nongovernmental Organizations in Humanitarian Aid in Developing Countries", Sudan University of Science and Technology, 2005.

The problem of the research is that under the condition of natural hazard, social and economic shortcomings, and disasters, the philanthropic humanitarian agencies are in need of NGOs, which have greater role to work as intermediaries in transferring aids to the affected areas.

The objectives of the study are:

1. Discuss the nature volume of ACF humanitarian aid in Sudan.
2. Assess ACF income generation program activities in Juba.
3. Determine level of impact and provide recommendations based on results.

The study adopts the analytical methodology through qualitative and quantitative statistical test for making inferences, and concluded to the following findings:

1. The lack of the marketing facilities.
2. Poor communication between ACF staff on one hand and within the groups on the other hand.
3. Social norms of the communities and people.
4. The limited role of the government through the local and community leaders.

The study recommends the following:

1. The design and implementation of income generation activities that take into account the local needs and available facilities.
2. Concentration on vegetable training and production for self consumption and income.

² Sumaya Osman Abu Zeid (2005). " The role of Nongovernmental Organizations in Humanitarian Aid in Developing Countries" non-published M sc. research, Khartoum: Sudan University of Sciences and Technology.

3. Conduct of a thorough assessment that will address social and cultural norms of the community.
4. Increased and improved communication between the local authorities and the humanitarian organizations on one hand, and the beneficiaries, the humanitarian NGOs and the UN on the other hand.

2.2 Study of: *Abdel Nasir Abdallah Mohamed Eisa*,³ on "the development of local communities in Sudan, a case study of United Nations Development Programme, Area development Schemes, Central *Butana – Alsabag*" Sudan University of Science and Technology, 2000. The problem of the research represented in clarifying the role of the United Nations Development Programme, Area Development Schemes in achieving development in the local community.

The study aimed to achieve the following objectives:

1. Identify the development of local communities, and how to set in the development literature, compared with a specific case study.
2. Understand the contribution of UNDP, Area development Schemes in achieving development in the local community of central *Butana*.
3. Positive contribution in the provision of the impact of this program in achieving the development of the local community.

This research was followed survey methodology and the case study method to analyze the data and draw the facts, and resulted to the following findings:

1. Institutional Capacity Building
2. Build productive capacities
3. Build capacity of Human
4. Consider Justice in the distribution of economic opportunities
5. Plan for Development
6. Sustainability of development

³ Abdelnasir Abdalla Mohamed (2000). "Development of Local Communities in Sudan" non-published M sc. research, Khartoum: Sudan University of Sciences and Technology.

Recommendations of the study:

1. The need to extend life of the project
2. Provide training through the department specializes in training
3. Achieve Stable management in the project area
4. Conduct further studies and researches
5. The State should look after community development
6. Develop criteria for determining development priorities
7. Adopt effective mechanisms for implementation.

2.3 Study of *Ata-Almannan Ibrahim Elsididq*,⁴ on: Role of Charity Organizations in Development of Local Community, a case study of American Save the Children, Sudan University of Science and Technology – 2004. The problem of the study represented in contribution of the American Save the Children organization, according to its capabilities and ability to bring in local development to the extent required, in the province of *Om Rawaba* (North *Kordofan*).

The study aimed to assess and evaluate the programs carried out by organizations in various fields of development and the impact of the through programs that target human of this region, and to identify the benefits, and returns that has avail communities in the province of *Om Rawaba* in local development, from services and programs of the organization.

The research follows a combination of descriptive statistical and analytical methodologies. Then attain the following findings:

The organization managed to persuade local communities into contributing in the drive towards development, increasing schooling opportunities, upgrading standards of living, and raising social awareness, and sustaining and reinforcing such efforts by citizens.

The research set out the following recommendations:

⁴Ata-Almannan Ibrahim Elsididq (2004). "Role of Charity Organizations in Development of Local Community" non-published M sc. research, Khartoum: Sudan University of Sciences and Technology.

1. Reinforcing the partnership with local community formula towards the creation of a community capable of facing dealings.
2. Working towards finding sources of finance for infrastructure reconstruction projects (health, food, security, basic education).
3. Highlighting role of voluntary service in the national development plan of the country.

2.4 Study of *Mustafa Omar Musa Alomairy*,⁵ on: Role of Charity Organizations in Rural Development, a case study of Plan International Organization - Sudan, *Aldewim* program unit, Sudan University of Science and Technology – 2004. The problem of this research can be formulated in the following question: Does Activity of (Plan International Organization - Sudan) leads to achieve of rural development in the communities which they targeted? hence what are the extras of the organization in this field to get these communities from relief to development; that puts rooted solutions to their problems? Is the organization succeeded in that program? What are the mechanisms and tools that used to achieve the theme (development through participation)?

The study aimed at achieving of the following objectives:

1. Study and analysis of the role of voluntary organizations in development of Sudan through the role of (Plan International organization - Sudan) in the development of the White Nile (*Aldewim*) region, as targeted area.
2. Know how serious is the organization in the application of the slogan that was adopted and the extent of its success in bringing about changes in the quality of life of the targeted communities in the White Nile region.
3. Access to the appropriate recommendations in the field of organization and management of voluntary work to become a tool to help in the country's efforts in the development of rural communities.

⁵ Mustafa Omer Musa Alomairy (2004). "Role of Charity Organizations in Rural Development" non-published M sc. research, Khartoum: Sudan University for Sciences and Technology.

The study followed the descriptive and the survey method as well as the analytical method (statistical), and reached the following findings:

1. Voluntary Organizations may help in creation of Rural Development.
2. Foreign voluntary organizations suffer of administrative expenses.
3. Foreign voluntary organizations suffer the government suspicious look.
4. There is an urgent need for voluntary work because of conflicts.
5. The voluntary work can't be a substitute for the official work.
6. Rural communities are full of potentialities and energies.
7. All success factors are available for the voluntary organizations.
8. The method of development through participation is appropriate one for the rural communities in the area of the project activities.
9. Plan Organization touts developmental approach to all projects.
10. Plan Organization's projects characterized by continuity and permanence.
11. Plan Organization gave top priority to development of education.
12. Plan Organization focused on vulnerable groups in society.

The research recommendations:

1. Attention to HAC Offices & work and its subsidiaries in the States.
2. Make a twinning between National and foreign voluntary organizations.
3. Facilitate the tasks of the voluntary organizations in the Sudan.
4. Governmental response to the active organizations in voluntary work.
5. Directing voluntary organizations efforts towards development.
6. Unifying the point of dealing with the voluntary organizations.
7. Voluntary organizations to raise community awareness on their work
8. Introduction of new projects within Plan Organization activities
9. Creation of a research and information body to cope with the regular communications and information revolution in the country.
10. Coordination between Plan and other organizations in the same area.

The difference between this study and previous studies:

The previous studies focused on the role of organizations in support of development in different parts of Sudan , also focused on the aspects of development in general or local development in some areas of Sudan , but did not specifically address human development, in addition to that, livelihoods projects; are projects that accompanied early recovery period in Darfur States after the relative calm of the conflict that is going on in the region; for the advancement of human beings who suffer of conflict for many years. This study differs from previous studies in that it focused on the side of human development through projects that facilitate livelihoods, and aimed to get out by human in Darfur States from the suffering of war, to capacity building in the field of human development and self-reliance, then contribute in establishment of self-reliance community. This research also differs from previous researches in addressing of the development efforts among community suffering from infighting, conflicts and displacement, and peace has not been achieved yet on its home soil in full, but the intensity of war became less and there was a need for the development of humanity.

CHAPTER (1)

LITERATURE REVIEW

Section (1) Definition of human development and development theories:

1.1.1 Background:

Poverty is high in Sudan. According to the National Baseline Household Survey (2009), 46.5% of households live below the poverty line and this represents about 14.4 million people. This means that almost one out of two Sudanese does not have the necessary means to purchase the minimum food and non-food bundle. The low growth of employment, negligence of the pro-poor sectors as a source of economic growth, conflicts, and low levels of productivity remain at the root cause of high levels of poverty in the Sudan. Poverty varies significantly. It varies between states. The incidence of poverty ranges from a little over a quarter of the population in the capital (Khartoum) to more than two thirds of the population in Northern Darfur. It also varies between urban and rural dwellers where poverty rates are higher among rural population, with 57.7% compared to 26.5% among urban population.⁶

The livelihoods of poor rural households are diverse across regions and countries, and within countries. Livelihoods are derived, to varying degrees, from smallholder farming – including livestock production and artisanal fisheries – agricultural wage labor, wage or self-employment in the rural non-farm economy and migration. While some households rely primarily on one type of activity, most seek to diversify their livelihood base as a way to reduce risk. Agriculture plays a vital role in most countries – over 80 per cent of rural households farm to some extent, and typically it is the poorest households that rely most on farming and agricultural labor. In most countries, the small holder farmers produce greater proportions of staples and mostly at the peasant levels.

⁶ Noaman Yousif Mohamed, et al (2012). Mapping & capacity assessment, PACT, p 15.

However, non-farm income sources are increasingly important across regions, and income gains at the household level are generally associated with a shift towards more non-agricultural wages and self-employment income.

The basic purpose of development is to enlarge people's choices as People are the real wealth of a nation. In principle, these choices can be infinite and can change over time. People often value achievements that do not show up at all, or not immediately, in income or growth figures: greater access to knowledge, better nutrition and health services, more secure livelihoods, security against crime and physical violence, satisfying leisure hours, political and cultural freedoms and sense of participation in community activities. The objective of development is to create an enabling environment for people to enjoy long, healthy and creative lives.⁷

1.1.2 The Millennium Development Goals (MDGs)⁸

1. Eradicate extreme hunger and poverty.
2. Achieve universal primary education.
3. Promote gender equality and empower women.
4. Reduce child mortality.
5. Improve maternal health.
6. Combat HIV/AIDS, malaria and other diseases.
7. Ensure environmental sustainability.
8. Develop a global partnership for development.

1.1.3 UNDP's Leadership on the MDGs in Sudan

The MDGs were reflected in Sudan's Interim Constitution as a prerequisite to achieve stability in Sudan. The National Long-term Strategic Plan which spanned the 25 year period (2007-2031) has also made strong references and commitments to the MDGs. The new Five Year Development Plan (2012-2016) being finalized and its predecessor (2007-2011) have also made strong reference to the achievements of the MDGs in Sudan. Achieving MDGs in

⁷ Mahbub ul Haq (1934-1998), founder of the Human Development Report.

⁸ <http://WWW.Intra.sd.undp.org/mdg>, 27/01/2015, 01:30 pm.

Sudan is set as a challenge in the Socio-cultural section of the new Five Year Development Plan⁹. UNDP's support in the area of poverty reduction focuses on improving the national capacity to plan and monitor a comprehensive approach to the reduction of human and income poverty, in line with the Millennium Development Goals.

1.1.4 Opportunities for Achieving the MDGs in Sudan:

- Provision of economic support for women at the grassroots level to facilitate the conditions for granting funding (saving banks, the Bank of the Family) in addition to supporting the sector businesspersons.
- Introducing an educational advocacy policy to deepen the importance of women's education and health and the multiplicity of its work in all productive sectors.
- Serious state, national and international fund raising advocacy efforts are placed to mobilize efforts to achieve the MDGs.
- Encouraging non-formal education programs and campaigns of continuing distance education and e-learning programs targeting women.

1.1.5 Challenges to Achieving the MDGs in Sudan:

- There is an inadequacy in the amount of funding allocated for education.
- Negative traditional, social and cultural attitudes, values and stereotypes that hinder girls from education especially in rural areas.
- Low access/coverage to appropriate health care and nutrition services due to limited health seeking behavior and variable community acceptability of existing services and also limited capacity of government to procure sufficient drugs, other essential supplies and equipment.
- Low literacy levels hamper training of skilled medical workers, particularly midwives. Besides, there is a lack of standardized

⁹ Sudan MDGs Report, 2011.

population-based statistics to guide program planning and baseline data to facilitate effective evaluation of progress.

- The inadequate implementation and management capacity of water quality and quantity in Sudan remain one of the big challenges. This can be observed in the lack of sector policies, comprehensive sector plans and structure. This is in addition to weak sector coordination among the concerned partners and inadequate community awareness.
- The prolonged emergencies in different parts of the country which escalated the situation and affect access to water and sanitation.

1.1.6 Definition of human development:

"Human development, as an approach, is concerned with what I take to be the basic development idea: namely, advancing the richness of human life, rather than the richness of the economy in which human beings live, which is only a part of it".¹⁰

The past decades have seen substantial progress in many aspects of human development. Most people today are healthier, live longer, are more educated and have more access to goods and services. Even in countries facing adverse economic conditions, people's health and education have greatly improved. And there has been progress not only in improving health and education and raising income, but also in expanding people's power to select leaders, influence public decisions and share knowledge. Yet much more remains to be done in expanding choices and improving well-being for all people in all countries and communities, and for generations yet to come.

The human development approach is as relevant as ever to making sense of our changing world and finding ways to improve people's well-being. Human development is an evolving idea, not a fixed, static set of precepts. And as the world changes, analytical tools and concepts will also continue to evolve. Yet the core insight at the center of the human development approach remains

¹⁰ Amartya Sen, Professor of Economics, Harvard University, Nobel Laureate in Economics 1998.

constant and as valid today as it was two decades ago: Development is ultimately best measured by its impact on individual lives.

Human development theory is a theory that merges older ideas from ecological economics, sustainable development, welfare economics, and feminist economics. It seeks to avoid the overt normative politics of most so-called "green economics" by justifying its theses strictly in ecology, economics and sound social science, and by working within a context of globalization.

Like ecological economics it focuses on measuring well-being and detecting uneconomic growth that comes at the expense of human health. However, it goes further in seeking not only to measure but to optimize well-being by some explicit modeling of how social capital and instructional capital can be deployed to optimize the overall value of human capital in an economy - which is itself part of an ecology. The role of individual capital within that ecology, and the adaptation of the individual to live well within it, is a major focus of these theories.

Accordingly, human development theory is a major synthesis that is probably neither confined within the bounds of conventional economics nor political science, or even the political economy that relates the two. Another angle is Sustainable Human Development: Triple Bottom line ecology-economy-social can be translated to human dimensions as:

- Human economy: sustainable action - the ability to perform well and on long term (stress, priority, focus and time management)
- Human social dimension: sustainable relations - the ability to sustain relations and go through ordeals together (family, teams, clients, stakeholders)
- Human ecology: health, self-awareness, vocation, excellence, talent.¹¹

¹¹ <http://WWW.Intra.sd.undp.org/mdg>, 29/12/2014.

Human development is a process of enlarging people's choices. The most critical ones are to lead a long and healthy life, to be educated and to enjoy a decent standard of living. Additional choices include political freedom, guaranteed human rights and self respect - what Adam Smith called the ability to mix with others without being "ashamed to appear in public". It is sometimes suggested that income is a good proxy for all other human choices since access to income permits exercise of every other option.

This is only partly true for a variety of reasons:

- Income is a means, not an end. It may be used for essential medicines or narcotic drugs. Well-being of a society depends on the uses to which income is put, not on the level of income itself.
- Country experience demonstrates several cases of high levels of human development at modest income levels and poor levels of human development at fairly high income levels.
- Present income of a country may offer little guidance to its future growth prospects. If it has already invested in its people, its potential income may be much higher than what its current income level shows, and vice versa.
- Multiplying human problems in many industrial, rich nations show that high income levels, by themselves, are no guarantee for human progress. The simple truth is that there is no automatic link between income growth and human progress. The main preoccupation of development analysis should be how such a link can be created and reinforced.

The term *human development* here denotes both the *process* of widening people's choices and the *level* of their achieved wellbeing. It also helps to distinguish clearly between two sides of human development. One is the formation of human capabilities, such as improved health or knowledge.¹²

The other is the use that people make of their acquired capabilities, for work or leisure. This way of looking at development differs from the conventional

¹² UNDP (1990). Human Development Report, Oxford: Oxford University Press, p 10.

approaches to economic growth, human capital formation, Human resource development, human welfare or basic human needs. It is necessary to delineate these differences clearly to avoid any confusion:

- GNP growth is treated here as being necessary but not sufficient for human development. Human progress may be lacking in some societies despite rapid GNP growth or high per capita income levels unless some additional steps are taken.

- Theories of human capital formation and human resource development view human beings primarily as means rather than as ends. They are concerned only with the supply side - with human beings as instruments

for furthering commodity production. True, there is a connection, for human beings are the active agents of all production. But human beings are more than capital goods for commodity production. They are also the ultimate ends and beneficiaries of this process.

Thus, the concept of human capital formation (or human resource development) captures only one side of human development, not its whole.

- Human welfare approaches look at human beings more as the beneficiaries of the development process than as participants in it. They emphasize distributive policies rather than production structures.

- The basic needs approach usually concentrates on the bundle of goods and services that deprived population groups need: food, shelter, clothing, health care and water. It focuses on the provision of these goods and services rather than on the issue of human choices. Human development, by contrast, brings together the production and distribution of commodities and the expansion and use of human capabilities. It also focuses on choices - on what people should have, be and do to be able to ensure their own livelihood.¹³

Human development is, moreover, concerned not only with basic needs satisfaction but also with human development as a participatory and dynamic process. It applies equally to less developed and highly developed countries.

¹³ Ibid p 11.

Human development as defined in this research thus embraces many of the earlier approaches to human development.

This broad definition makes it possible to capture better the complexity of human life, the many concerns people have, and the many cultural, economic, social and political differences in people's lives throughout the world.¹⁴

1.1.7 Financing of Human Development:

Above all, a low income frustrates people's development, for they simply do not have the means to acquire the basic goods they need. Nor in many case do their governments offer a much support through health, education or other services as they should. Most of what people need comes from individual or family efforts-from what they earn or from what they grow or make for themselves. This is their primary income (as distinct from secondary income received in kind from government). The size of the primary income determines what food or other essential items any household can afford. The best strategy for human development is to increase the primary income in a society by unleashing the creative energies of its people, its resources and its capacities, and by ensuring that the incomes benefit the majority of the population.

Strong policy action is needed for the generation and better distribution of primary incomes. Sustained and more equitable economic growth puts households in a much better position to meet their needs, as the experience of the newly industrializing East Asian economies shows. But if those in power maintain unjust pattern of land distribution, or neglect to promote employment opportunities, they will keep people poor and impede the country's entire development effort. Governments do, of course, withdraw some of this primary income in taxes . In return, they are expected to ensure personal and national security, and provide physical infrastructure (like roads and electricity) as well as social infrastructure and services (like health clinics, schools and food subsidies).

¹⁴ Ibid p 11.

For the poorer people, government services can help make up for the inadequacy of their primary incomes. But there can be striking differences between one country and another in the amounts of money raised in taxation, and in the ways it is spent. the role of the state should be placed in a broader perspective.

Among production, remunerative, satisfying employment; Jobs do more than provide income and produce goods and service. They also engage people in the activities of the community, and making them agents of change.¹⁵

1.1.8 Human development in action:

The concept of human development offers analysis and ideas that could promote much more positive, realistic and sustainable development in the years ahead. At least three steps are essential:

1. Country human development strategies; the real challenge is at the national level. Each country, developing or industrial, must set its own goals and design its own strategy. Developing countries face the most Daunting tasks. They need to formulate their long-term human development goals, cost them fully and integrate them into realistic growth and investment strategies. They also need to make the radical changes, in both institutions and policy frameworks that will permit them to achieve these goals-nothing less than a new framework of national planning. This is no mere technocratic exercise. Change on this scale requires the mobilization of national political will, since a genuine human development strategy is likely to provoke fundamental change in society.

International organizations can offer some help. UNDP, along with UNICEF and other UN system agencies is already working with 20 countries that have requested assistance in formulating comprehensive human development strategies.

2. New techniques for project appraisal: Development projects may be technically and economically sound yet cause considerable social, political and environmental damage, increasing disparities between urban and rural areas,

¹⁵ UNDP (1991). Human Development Report, Oxford: Oxford University Press, p 38.

for example, or between ethnic groups, or between men and women. Many of today' forms of project appraisal would not reflect such problems since they concentrate more on technical, financial and economic feasibility.

3. New strategies for aid: A human development strategy will have a profound impact on the future of official development assistance-its scale, its distribution and its content. Future policy dialogues between donors and recipients are bound to reflect such concerns in several different areas. Today, only a very small part of ODA (23%) is earmarked for the poorest nations, and an even smaller part (6.5%) is for human priority concern. A major restructuring of ODA will be needed if it is to address concerns of both poverty and human development.¹⁶

1.1.9 People Participation in Human Development:

Participation means that people are closely involved in the economic, social, cultural and political processes that affect their lives. People may, in some cases, have complete and direct control over these processes, in other cases, the control may be partial or indirect. The important thing is that people have constant access to decision- making and power. Participation in this sense is an essential element of human development.

Participation, certainly not a new term, has been a part of the development vocabulary since the 1960s, or even before. But it has generally referred only to people's involvement in particular projects or programs. In this Report, the critical difference is that participation is an overall development strategy- focusing on the central role that people should play in all spheres of life. Human development involves widening their choices, and greater participation enables people to gain for themselves access to a much broader range of opportunities.

People can participate as individuals or as groups. As individuals in a democracy, they may participate as voters or political activists--or in the

¹⁶ UNDP (1992). Human Development Report, Oxford: Oxford University Press, p 24.

market as entrepreneurs or workers. Often, however, they participate more effectively through group action-as members of a community organization, perhaps, or a trade union or a political party.

People everywhere are certainly demanding much greater access to political, economic and social opportunities. They might not expect "full participation" but they do want a steady advance towards it. Participation is, after all, a process, not an event. Since participation requires increased influence and control, it also demands increased empowerment in economic, social and political terms. All these forms of participation are intimately linked. Without one, the others will be incomplete and feeble.¹⁷

1.1.10 Gender and Human Development:

Two durable impressions of the past two decades: first, women have made considerable progress in a short time in building human capabilities; and second, women have gone a considerable distance towards gender equality in education and health. These impressions are cause for hope, not pessimism, for the future. Between 1970 and 1990, women's life expectancy in developing countries increased by nine years 20% more than the increase in men's life expectancy. Fertility rates fell by a third. Female adult literacy and school enrolment increased by almost two-thirds. This progress is the result of considerable investment in social services and strong political commitment to advancing human development. Educational opportunities, for example, opened as a result of the adoption of universal primary education as a fundamental goal in most countries, and the sevenfold increase in education budgets in the developing world and fourfold increase in industrial countries.

The Arab States have made the fastest progress in women's education, more than doubling women's literacy rate during 1970-90. South-East Asia and the Pacific and Latin America have also made considerable progress. The first reduced female illiteracy from 45% in 1970 to 19% in 1990, and the second

¹⁷ UNDP (1993). Human Development Report, Oxford: Oxford University Press, p 21.

from about 30% to 17%. South Asia reduced the female illiteracy rate from 81% to 67% in the same period. Combined female primary and secondary enrolment in the developing world jumped dramatically, from 38% in 1970 to 68% in 1992. East Asia (83%) and Latin America and the Caribbean (87%) are approaching the high levels in industrial countries (97%). The Arab States nearly doubled female primary and secondary enrolment combined, from 32% in 1970 to 60% in 1992. Along with Sub Saharan Africa (49%) and South Asia (55%), however, they still have a long way to travel.¹⁸

1.1.11 New Growth Theories and Human Development:

During the late 1980s and early 1990s new theories of economic growth underpinned the human development position that the real motive force of economic progress is people. Developed by such economists as *Paul Romer* and *Robert Lucas*, these theories tested the effect of human capital on countries' long-term growth rates. The theories did not consider the full range of human capabilities, merely people's productive capacities. The earlier, conventional "neoclassical" theory of growth had held that economic growth was a result of the accumulation of physical capital and an expansion of the labor force—combined with an "exogenous" factor, technological progress, that makes capital and labor more productive. But it could not explain how to accelerate technological progress. In the new theories what increases productivity is not an exogenous factor, but "endogenous" ones—related to the behavior of people responsible for the accumulation of productive factors and knowledge. Significantly, this behavior can be changed by policy. Some of the new models argue that one of the crucial factors is an across-the-board increase in human capital. Others argue that the key source of productivity growth is research and development (R & D) though this too depends on human capital.

The human capital models show how education allows the whole production process to benefit from "positive externalities". Educated people use capital more efficiently, so it becomes more productive.

¹⁸ UNDP (1995). Human Development Report, Oxford: Oxford University Press, p 29.

They are also more likely to innovate-to devise new and better forms of production. Moreover, they spread the benefits to their co-workers, who learn from them and also become more productive. Thus, the rising level of education causes a rise in the efficiency of all factors of production.¹⁹

1.1.12 Human Development and Poverty Eradication:

With poverty constantly being created and re-created, its eradication requires vigilance. The priorities for developing countries:

- Restoring and accelerating economic growth, especially in Sub-Saharan Africa, the low-income countries in Latin America and the Caribbean and among the Arab States that are experiencing stagnation or decline, and the transition economies of Eastern Europe and the CIS.
- Promoting pro-poor growth to improve incomes and productivity in smallholder agriculture, especially in resource-poor areas, and in microenterprise in urban and rural areas.
- Reversing environmental degradation, especially on the marginal lands where more than 500 million poor people live.
- Stemming the spread of HIV/AIDS among poor people through multispectral, people-centered programs.
- Accelerating the demographic transition in countries where fertility rates are still high especially in Sub-Saharan Africa, South Asia and the Arab States.
- Developing instruments to improve the processes for peace-building, conflict resolution and conflict prevention-as well as to help displaced persons.

Strengthening the abilities of the poor to fight poverty-and build their assets should underpin the strategy for poverty eradication. Besides the efforts of the poor themselves, this will require policy and institutional changes to ensure access of the poor to the critical economic assets, Ensure access of the poor to

¹⁹ UNDP (1996). Human Development Report, Oxford: Oxford University Press, p, p, 50, 51.

health services and education opportunities, and create a policy environment that promotes pro-poor growth.²⁰

1.1.13 Theories of Development:

A. Psychoanalytic Theories:

Sigmund Freud postulated psychoanalytic theory that personality development involves a series of psychosexual stages. Each stage poses a unique conflict that the individual must resolve before passing on to the next stage. *Freud* also proposed that people operate from three states of being: the id, which seeks self-gratification; the superego, which seeks what is morally proper; and the ego, which is the rational mediator between the id and superego. *Freud* used a variety of therapeutic techniques to tap into the unconscious thoughts of his patients, which he thought was the source of his patients' distress. Critics point out that Freudian theory is difficult to evaluate because it makes predictions about unconscious states that can neither be observed nor tested by accepted scientific procedures.

Freud's work is also criticized for his conclusion that early childhood is a significant stage of development, because he studied mainly adult patients with disorders. *Freud's* daughter *Anna* continued her father's work, applying psychoanalytic principles to the treatment of children. Contemporary feminist scholars find *Freud's* work to be problematic because he neglected to study women's development and psychological difficulties within the context of the historical time period. *Erik Erikson* identifies nine psychosocial stages over the course of the life span, each of which confronts the individual with a major task (crisis) that the individual must successfully resolve to achieve healthy psychosocial development. Each part of the personality has a particular time period within the full life span when it must develop if it is going to develop at all.

²⁰ UNDP (1997). Human Development Report, Oxford University Press, p, p, 80,81.

More contemporary researchers such as *Carol Gilligan* propose that female identity is rooted in connections to others and in relationships.²¹

B. Behavioral Theory:

Behavioral theory proponents, such as *Watson* and *Skinner*, believe that if psychology is to be a science, it must look to data that are directly observable and measurable, and not rely on introspection and self observation by subjects. Behaviorists are interested in how people learn to behave in particular ways. People learn to respond to the stimuli in their environment, and their responses shape their behavior. Some learning is based on classical conditioning, using a subject's reflex/innate responses other learning derives from operant conditioning, where the consequences of the behavior alter the strength of the behavior. Behaviorists deem learning to be a process called "conditioning," whereby individuals, as a result of their experience within an environmental context, establish an association or linkage between two events. Behaviorists use concepts such as reinforcement, which can be either rewards or punishments, to shape desired behavior. Behavior modification is an approach that applies behavioral/learning theory to the problem of altering maladaptive behavior.²²

C. Humanistic Theory:

Humanistic psychology maintains that human beings are different from all other organisms in that they actively intervene in the course of events to control their destinies and to shape the world around them.

D. Cognitive Theory:

Cognitive theory examines internal mental representations such as sensation, reasoning, thinking, and memory. Cognition involves how children and adults go about representing, organizing, treating, and transforming information that in turn alters behavior. *Jean Piaget* studied growing children and how they

²¹ Thomas L. et al (2009). Human Development, 9/e, pp. 60-61.

²² Loc. cit.

adjust to the world they live in. By playing and interacting with their world, children develop schemas or mental frameworks.

Piaget proposed four progressive stages of cognitive development: preoperational, concrete operations, and formal operations. Cognitive learning theorists say that the human capacity to use symbols affords us a powerful means for comprehending and dealing with our environment. Symbols allow us to represent events; analyze our conscious experience; communicate with others; plan, create, imagine; and engage in for insightful action. *Piaget* underestimated the cognitive capabilities of infants and young children; and cross-cultural studies of cognitive development in children are finding aspects of his stage theory to be less applicable. Cognitive learning and information-processing theorists' findings suggest that mental "schemas" function as selective mechanisms that influence the information individuals attend to, how they structure information, how important it is to them, and what they do with the information. Through the process of cognitive learning (also called observational learning, social learning, or social modeling), people can learn new responses without first having had the opportunity to make the responses themselves.²³

E. Ecological Theory:

Urie Bronfenbrenner devised an ecological theory that centers on the relationship between the developing individual and four expanding levels of the changing environment, from home and family to the broader cultural context. It captures the dynamics of development through time.

F. Socio-cultural Theory:

Lev Vygotsky proposed socio-cultural theory focusing on the interaction between the individual and others in a social activity and how individuals assimilate and internalize cultural meanings. Mental functions are facilitated

²³ Loc. cit.

through language, and such functions are anchored in the child's interpersonal relationships during activities such as play.

Americans seem to reward independence and individualism in their children, whereas other cultures of the world stress interdependence in child-rearing practices.²⁴

1.1.14 Classifying the theories:

Each developmental theory has its proponents and critics. Yet different tasks and components of development simply call for different theories. Most psychologists prefer an eclectic approach to development.

Continuity theories of development suggest that human development is gradual and uninterrupted, whereas discontinuity models suggest humans pass through a set sequence of stages, characterized by distinct states of ego formation, identity, or thought. Social scientists continue the debate about the role of nature or nurture for human development.²⁵

The idea that social arrangements must be judged by the extent to which they promote "human good" goes back at least to Aristotle.

The same motivating concern can be found in the writings of the early leaders of quantification in economics – William Petty, Gregory King, Francois Quesnay, Antoine Lavoisier and Joseph Lagrange, the grandparents of GNP and GDP. It is also clear in the writings of the leading political economists - Adam Smith, David Ricardo, Robert Malthus, Karl Marx and John Stuart Mill.²⁶

Taking along all these ideas and linking them with the definition of human development, we may notice the relevant between the substance of them, and deduce that human development planners should consider the domains and intentions of these theories and ideas when planning for human development.

²⁴ Loc. cit.

²⁵ Thomas L. Crandell & Others (2008). Human Development, 9/e, NY: McGraw-Hill Humanities, p 61.

²⁶ UNDP (1990). Human Development Report, Oxford, Oxford University Press, p 9.

Section (2): UNDP projects in South Darfur:

Building Livelihoods in South Darfur is part of UNDP Project “Enhancing Livelihood Opportunities and Building Social Capital for New Livelihood Strategies in Darfur”. The project seeks to support “foundational activities” for the rebuilding of livelihoods of *Darfurian* communities. It consists of five focus areas; (1) vocational training for employment; (2) capacity building of NGOs and CBOs; (3) future oriented skills training for youths; (4) establishment of a web based livelihood and natural resource management platform; and (5) restoration of economic organization through value chain analysis.

2.2.1 Building Skills and Livelihoods in South Darfur:

A. Building livelihoods in *Kalma* IDP Camp:

Established by UNDP and *Nyala* Technical College, the vocational training program has provided 208 youths from *Kalma* Camp with three months training in one of 13 trades. Courses were offered in mobile phone and satellite dish repair, general electricity, machine maintenance, motor vehicle and submersible pump repair, food processing, welding, carpentry, plumbing, basic construction, and water and sanitation. Trainees received toolkits to get started in their new trades.²⁷

UNDP launched Darfur Livelihoods Program in October 2007. Its goal has been to improve the socioeconomic situation of youths and other beneficiaries living in IDP camps through vocational training. Funding for the program came from UNDP’s Bureau of Crisis Prevention and Recovery (BCPR). Getting *Kalma* Camp project started required intensive consultative efforts with the college, as well as with one hundred sheikhs, and eventually youths and women from the camp. Discussions covered what courses to offer, the selection criteria and various practical issues.

²⁷ UNDP (2011). House 7, Block 5, Gama'a Avenue, Khartoum, Sudan, p 52.

”The apprehensive IDP community needed to be convinced it was safe to participate in training in town at a government constitution”.²⁸

The Darfur-wide program has involved a range of partners including the Ministry of Finance and Economic Planning, as well as UNEP, UNICEF, UNAMID and UNFPA and non-governmental and community organizations. Another 108 youths from IDP camps northwest of *Nyala*, benefitted from vocational training in 2010. The program has had a salutary social and economic effect on participants’ lives. Female IDPs have been trained in non-traditional trades such as mobile phone repair, installation and maintenance of satellite dishes and driving.

Like elsewhere in the world, Darfur people aspire to improve their lives. Hundreds of trainees have had this opportunity with skills training. UNDP and the college would like to broaden participation in the courses and make more of them available to the many idle and unemployed youth in Darfur.

This UNDP project demonstrates that even in a conflict situation, livelihood activities can be carried out. It has also helped ease tensions between camp youths and the Government as the training is being done at *Nyala* College, a government institution. The Government has recently opened a US\$100,000 fund for training displaced youths. The pilot program that helped provide youth the hope of a better life was realized through UNDP’s partnership with local community leaders and in coordination with UNAMID Civil Affairs Division and other UN agencies involved in early recovery work in South Darfur.²⁹

Sometimes a little effort goes a long way. UNDP livelihoods office in South Darfur has witnessed a significant change in participants after being in a college setting and taking the three-months training. Some youths had undergone a complete change in their attitude, behavior and appearance, as well as in their respect for society.

²⁸ Abdalla Eltelai, UNDP Livelihoods Officer, South Darfur.

²⁹ Op. cit p 53.

“Their hostility had been replaced by a purpose in life through the simple opportunity to participate in their own well-being”.³⁰

B. Building Livelihoods in *Otash* IDP Camp:

Otash camp has a population of almost 73,000, many of whom are long term residents due to the ongoing conflict in South Darfur. The increased insecurity across the region in 2013 has forced many to flee from their homes and seek refuge and safety in camps run by humanitarian aid agencies.

Some IDP women started a small business in *Otash* Camp for internally displaced people in South Darfur. Having received training in juice production from Darfur Community Stability Fund and its local partner *Mubadiroon* CBO, as well as in business development and project management from the UNDP Youth Volunteers Rebuilding Darfur project, these women were successful in competing for a small start-up grant from the UNDP Youth Volunteers Rebuilding Darfur, (YVRD) project for their small business. Not only have they diversified their products to a range of different juices and handicrafts, they are also expanding their market reach by signing a long-term contract with a large supermarket in Nyala town. This contract secures a steady income for the women and their families alongside profit made at local markets.³¹

C. Value Chain Analysis for livestock rearing:

C.1 Prelude:

Livestock rearing in Darfur Region is an important food security and livelihood strategy. All *Darfurian* communities rear livestock through different husbandry systems. Generally three main husbandry systems of livestock are practiced and can be classified as follows:

1. Nomadic husbandry system and it is mainly practiced by the camel herding groups.

³⁰ Ibid p 53.

³¹ <http://WWW.sd.undp.org/content/sudan/27/01/2015>.

2. Transhumance and agro- pastoralist is the other system of animal rearing and this system is mainly practiced by cattle and sheep pastoralist.
3. The third livestock husbandry system is known as village based husbandry system. Where animals are kept during the night in custody in the village and taken for grazing and watering during the day around the village.

In the three production systems selling of livestock and livestock products, trading and animal herding, animal trekking to markets perform primary source of food security and livelihood for some groups (nomads) and secondary source of livelihood for others.

Value chain studies and research in Darfur in all economic sectors including livestock sector have not received the attention by the government institutions to explore the insides of the businesses and livelihood strategies of the *Darfurians* and address the challenges and opportunities for developing important sectors like livestock which contribute substantially in the government revenue and foreign currency earnings for the country.

This livestock value chain survey was conducted in eight localities in North and South Darfur states of the former three Darfur states. The eight localities are *Kateela, Iddalfursan, Adila, Kubum, and Eddaein* localities of South Darfur State and *Allaeit, Darassalam and Kelemindo* localities of North Darfur State. The survey covered 208 interviewees, 93% of them are males and 3% are females. 81% of the respondents are residents, 2% agro pastoralists, less than 1 % IDPs and none are nomads while 12% have not stated their resident-ship status.³²

³² Abduljabar Abdalla Sadul, Consultant (2010)., UNDP Survey Analysis Report, p 8.

C.2 Livelihoods:

The livelihood strategy of the population in the eight localities is mainly farming, livestock rearing and trading. These three strategies form main source of income to the households with different levels of contributions.

The result of the survey showed that for 92 % agriculture is the main source of livelihood while livestock perform 7% and trade represents only 1%.

Table (1.1): Percentage of income from Livestock

Percentage of Income	Percentage of households
Zero %	12 %
1 – 40%	78 %
41 – 70%	9 %

Sources: field survey.

In this analysis livestock forms 41-70 % of income to over 70% of the households in the three localities.

C.3 Livestock Management & Husbandry:

The analysis of the survey showed that 64% of the interviewees rear cattle and 35% are rearing sheep and no respondent replied he/she is rearing both cattle and sheep although in Darfur rearing of different species of livestock by the communities is widely practiced.

C.4 Livestock production inputs and Returns:

Livestock production in Darfur is dependent on many inputs where pasture and water are on the lead. In the communal free grazing production system practiced in Darfur, pasture is almost free except in some situations (productive animals are kept in custody for milk or meat or during lean years where pasture is limited or unavailable) so the owners invest money for buying fodder for their livestock.³³

³³ Ibid pp 9 – 12.

Water is also free except in locations where boreholes are the only sources of water. Nevertheless during the rainy season in Darfur livestock are getting water freely from natural bonds, *hafaers* or dams.³⁴

C.5 livestock production improvement:

From the analysis of the study, and to improve and support developing livestock production in Darfur, the following are some recommendations:

1. Undertake value chain study in livestock rearing, livestock trading and marketing as well as leather and hide trading and industry separately. This would allow understanding of each of activities and systems practiced and what interventions are needed to support/develop each business in the livestock sector.
2. To support livestock rising as important livelihood strategy for the *Darfurian* and the country, it is recommended to address the issue of livestock husbandry system. Zero grazing should be encouraged to allow high livestock production qualitatively and quantitatively.
3. Improvement of breeds, fodder production, is recommended to be supported through provision of credit and pilot projects.³⁵

³⁴ Ibid p 12.

³⁵ Ibid p 18.

2.2.2 Strengthening Rule of Law and Human Security in South Darfur:

‘Rule of law’ refers to a principle of governance in which all persons, institutions and entities, public and private, including the state itself, are accountable to laws that are publicly promulgated, equally enforced and independently adjudicated, and which are consistent with international human rights norms and standards. It requires, as well, measures to ensure adherence to the principles of supremacy of law, equality before the law, accountability to the law, fairness in the application of the law, separation of powers, participation in decision-making, legal certainty, avoidance of arbitrariness, and procedural and legal transparency.³⁶

The causes of the conflict in Darfur are multiple and complex. But weak governance, coupled with competition over increasingly limited natural resources (land, water, and livestock) that are essential for survival, underpin much of it.

The spread of small arms has fuelled a situation where weaponry and violence often now define relationships between groups and communities, in a region that was already underdeveloped, marginalized, and in need of rule of law. UNDP believes that this situation cannot be resolved if influential members in each community are not promoting both human rights and the rule of law. And they cannot promote them, if they do not understand them. The situation cannot improve if each community does not have its own members properly trained in law. Nor will it, if the most marginalized amongst them have no access to the justice system.³⁷

A. Human Rights Training:

Since September 2004, UNDP Rule of Law, in partnership with the International Rescue Committee (IRC), has trained more than 6,000

³⁶ UNDP (2004). Report of the Secretary-General, “The Rule of Law and Transitional Justice in Conflict and Post-Conflict Societies” (S/2004/616).

³⁷ <http://WWW.sd.undp.org/>, 27/01/2015, 06:00 pm .

beneficiaries in Darfur, The objective of the training is to engage all stakeholders and to re-orient them towards their obligations to support a culture conducive to rule of law, human rights, and justice, and to engage them in the process of reconciliation and confidence-building. Training is conducted by local partners, including the People's Legal Aid Centre (PLACE), African Centre for Human Rights (ACHR) and Child Rights Watch (CRW), and is offered in Arabic.

The training and awareness raising efforts target law-enforcement, security, prison wardens, military, PDF forces, judiciary, and traditional authorities, bar associations, civil society and IDPs, a large percentage of them women. Through highly participatory and interactive training sessions and dialogues, the training is easily accessible and covers: (i) basic legal instruments and fundamental principles in international law - with special focus on women's rights; (ii) the universal ethical framework that underpins international human rights and shared Sudanese cultural values; (iii) perceptions and attitudes towards human rights, justice and democracy; and (iv) communication and confidence building.

B. Justice & Confidence Centers and Paralegal Training:

The Human Rights Training provides the entry-point for the establishment of legal aid and community centers, known as Justice and Confidence Centers. Through the Justice & Confidence Centers, UNDP aims to improve access to justice by training paralegals to support and respond to the legal needs of the community, foster the reconciliation and confidence process between IDPs, host communities and the authorities, and engage the authorities in pro-active protection.³⁸

The role of the paralegals "a large number of them women" within the Justice and Confidence Centers is to empower and organize communities; raise awareness on human rights principles; and, assist people in solving their legal

³⁸ UNDP (2005). Strengthening the role of law in Darfur, Interim Report, pp 5 - 6.

problems through the provision of legal information and mediation, and by liaising between communities and government representatives, such as the police, prosecutors and judges, as well as between communities and the lawyers of Darfur Legal Aid Network.³⁹

C. Darfur Legal Aid Network:

To promote access to justice, UNDP Rule of Law has initiated the establishment of a Darfur Legal Aid Network, a network of 15 practicing Darfurian lawyers (including 5 female lawyers) who take on cases referred to them through, inter alia, the Justice & Confidence Centers and UNMIS/HR. UNDP's Rule of Law Officers monitor the referral of cases and the quality of court representation, while simultaneously providing technical advice and legal information, together with a variety of other partners. The Darfur Legal Aid Network does not limit itself to cases of IDPs, but is also available to other vulnerable and marginalized groups.⁴⁰

D. Rule of Law Seminar Series:

As part of our overarching Strengthening Rule of Law & Sustainable Protection program in Darfur, UNDP Rule of Law conducts a series of Rule of Law Seminars in close collaboration with *Darfurian* academic institutions (i.e. the Universities of *Nyala*, *El Fasher*, and *Zalingei/El Geneina*). Aimed at bringing together local academia, government authorities, civil society organizations and community representatives, the UNDP Rule of Law Seminars provide a great platform to raise awareness about rule of law and human rights, and to foster meaningful dialogue amongst vital stakeholders, including *Darfurian* students and academia.

The UNDP Rule of Law Seminar Series commenced in March 2005 with a seminar which was organized in cooperation with the Peace Studies and Community Development Centre of the University of *Nyala*. Since that time, seminars have taken place throughout Darfur, each of which have been

³⁹ Loc. Cit.

⁴⁰ Ibid p 7.

subsequently better attended as people began to hear about the series (the last seminar in *Nyala* drew a crowd of over 300 participants). UNDP Rule of Law aims to organize a total of 20 Rule of Law Seminars on a number of different rule of law-related topics before the end of 2005.⁴¹

E. Rule of Law Workshops:

In addition, UNDP is organizing a series of Rule of Law Workshops in close collaboration with the Sudan Self-Help Foundation (SSF), a Sudanese NGO. By limiting the number of participants to 25/30 people, and by providing a challenging curriculum, this initiative is specifically aimed at reaching out to traditional leaders and community representatives, and at providing them with an in-depth training on core rule of law and human rights principles, and peaceful conflict resolution. Through the (5) day Rule of Law Workshops, UNDP aims to inculcate and promote a culture of peace and reconciliation; build the capacity of traditional leaders and community representatives; and build confidence at the intra-community and inter-communities levels, as well as between government representatives and local communities. This autumn, UNDP Rule of Law aims to conduct another series of 5 workshops in *Nyala*, *Kass*, *Garsilla*, *Eddaein*, and *El Fasher*, focusing on customary law and mediation/arbitration.⁴²

F. Legal Information Centers:

Finally, UNDP Rule of Law has committed itself to establish 4 Legal Information Centers in *Nyala*, *El Fasher*, *El Geneina* and *Zalingei* to provide legal information to government authorities, legal practitioners, and academia, and increase general awareness of international and national laws and principles. Legal practitioners in all three states have identified lack of legal resources as one of the biggest obstacles faced in their efforts to provide access to justice. Academics and students assert the same is true of their institutions. Therefore, the establishment of Legal Information Centers aims to provide

⁴¹ Ibid pp 7 - 8.

⁴² Ibid p 8.

legal practitioners and academics with the resources they need to improve the quality of the services they offer and the legal studies they undertake.⁴³

G. Achievements:

Therefore across Darfur UNDP has been holding workshops and trainings on human rights, women’s rights, female genital mutilation, child rights, and sexual and gender based violence, constitutional law, as well as Sudanese laws and international laws. Over 10,000 community members have been trained on these issues. UNDP supported 66 law students in South Darfur, many of them female; to take the Bar examinations in Khartoum. UNDP has also trained prosecutors at the legal aid department in Darfur. UNDP has supported the setting up of seven Justice and Confidence centers at camps for IDPs. These centers, run by paralegal groups, helped more than 250 people in 2012 that would otherwise not have had access to justice. Groups receiving UNDP micro-capital grants to run non-state legal networks, have helped a further 265 people. These cases have included both criminal cases such as rape, murder and serious violence and also civil cases, including land disputes, which otherwise would never have been brought to justice.

UNDP has worked closely with the state authorities to provide training for prison officers and improve conditions in prisons and police stations. One result of this successful partnership has been private lawyers providing legal aid in Darfur have been granted unfettered access to all state prisons in the region, a development that has been globally recognized.⁴⁴

Table (1.2): ROL Finance: (Source: www.sd.undp.org/governance/ 27/01/2015)

DFID	\$9,097,954
UNDP	\$1,257,991
Netherlands	\$2,471,282
Norway	\$1,149,065
SIDA	\$1,805,803
TTF	\$887,597

⁴³ Ibid pp 8 - 9.

⁴⁴ <http://WWW.sd.undp.org/governance/>, 27/01/2015.

Table (1.3): ROL Finance Delivery:

2011	\$1,323,015
2010	\$3,388,035
2009	\$2,650,161
2008	\$2,671,256
2007	\$2,833,418

Source: www.sd.undp.org/governance/

Fast Facts:

Project Start Date: September 2004

Estimated End Date: December 2016

Geographical Coverage: Darfur Region

Focus Area: Democratic Governance

Contributes to: MDG 8: Global Partnership for Development

Partners: UNAMID offices of Human Rights, Rule of Law, Child Protection, Civil Affairs, Civilian Police and Gender, UNHCR, UNFPA, UNIFEM, UNICEF, UNAIDS, WFP, INGOs, CBOs, state Prosecutor's Offices, Universities, GOS Police, Corrections and the Judiciary.⁴⁵

2.2.3 Area Development Scheme, South Darfur, *Idd Elfursan*:

A. Geographical and political setting:

ADS *Idd Elfursan* (ADSIF) is located in South Darfur State, some 1,200 km to the south west of Khartoum. The State covers an area of 162,655 km² and is divided into five provinces: *Nyala* (the capital), *Idd Elfursan*, *Riheid Elbirdi*, *Ed Da'ain* and *Buram*. The climate is that of wet savannah as the area benefits from relatively good rainfall (600-900mm per year) during around five months of the year, and good quality soil. This results in vegetation and tree cover that increases the development potential of the area. The project area covers around 21,000 km² in the south west of South Darfur State, sharing borders with Chad and Centre Afrique. Nine rural councils, or "localities", within two provinces are covered by the project: *Idd Elfursan* and *Riheid Elbirdi*, the latter having been designated as a separate province from *Idd Elfursan* in 1996.⁴⁶

⁴⁵ Ibid 27/01/2015.

⁴⁶ Osman Badawi et al (2002). ADS & ARS in Sudan, volume 1, Core report, p 73.

B. Population:

Population estimates vary for the area. According to ADSIF, somewhere between 700,000 and one million people live within the project zone, giving an average population density of around 33 - 47 persons per km², relatively high compared to the rest of the State (11 persons per km²). According to the 1994 baseline survey, females account for 53% of the population. The population is composed of several tribes. These are a mixture of sedentary, semi-sedentary and nomad groups. These nomads represent a little over one quarter of the population of the area. Many village clusters also have displaced persons/immigrants living in them: mostly from North Darfur, having moved due to droughts in the past, but also from South Darfur following tribal conflicts and drought, and from other parts of Africa. Tribal leaders have considerable power and influence, and continue to play a significant role in society.

Agriculture is the principal source of income. More than two thirds of family income come from livestock sales and processed products (milk, ghee, cooking oil), while more than a quarter comes from sale of vegetables, groundnuts and cereals. Almost all households own donkeys and sheep or goats, while almost two thirds of households also own cattle. The 1994 baseline survey estimated the total livestock population of the area at 456,000 cattle, 450,000 goats, 150,000 sheep, 120,000 donkeys, 18,000 camels, 12,000 horses and 546,000 poultry.⁴⁷

C. Social services:

Due to lack of State Government resources assigned to social services, the Rural Councils are the principal providers of these, which are also financed partially by user fees. Almost a quarter of village clusters did not even have a basic school. Almost 40% of the population is illiterate, most illiterate adults being women according to the baseline survey.

⁴⁷ Loc. Cit.

Child mortality rates are high and life expectancy at birth is relatively low. Although livestock represent a major part of the local economy, veterinary services were found to be largely lacking. Hand-dug wells and water pump sites are the main sources of water supply. There are four water yards within the project area. While almost half the population has access to drinking water during part of the year, only about a third has access to permanent water sources. The situation has improved considerably through a Water Project of UNDP, which was integrated with the ADS project in 1997.

D. Transportation:

Although a main trading route to the République de Centre Afrique crosses the two provinces, the road infrastructure of the project area is very poor, with no all weather roads. A large number of *wadis* become impassable during rains, causing isolation of villages and cutting the area off from *Nyala* for days at a time. This has a significant impact on possibilities of moving cash crops even to local markets. Improvement on *Nyala - Idd Elfursan* track, up-grading it to all-weather capacity, has been supported by UNDP in a separate project.⁴⁸

E. The project:

Unlike other ADS projects, ADSIF adopted a strategy of total coverage within the (then one single) province where it was located. The original project plans had foreseen one or two rural councils, but political pressures pushed for inclusion of the whole province. During a planning phase starting in 1989, social animation activities took place in order to prepare for the development of community-based organizations under ADSIF, which started operations in 1991. However, the early establishment of a central legal body, Development and Agricultural Support Company (DASCO), under pressure from the co-operating agency, FAO, and failure of the project staff to initiate model grassroots organizations in the early years led to a false start and hence slow progress during Phases I and II. Problems were compounded by the large area,

⁴⁸ Ibid p 74.

the poor communications network and by an under-estimation of the population in the target area. As of 1996, the grassroots institutions had not been established although 158 village clusters were covered by ADSIF. Design for Phase III therefore excluded expansion and has been focused on consolidation.⁴⁹

F. Areas of governance:

The GOS policy of decentralization has been strongly reflected in the area: the State of Darfur was divided into two states, each with its own State Government; the tribal leadership has been integrated into the process of elected leadership. During most of the lifetime of the project, the leadership of village organizations involved in ADSIF remained consistent, with the village leaders taking their same role within ADSIF as within the village as a whole. In 1994, only 4% of participants in ADSIF were women, reflecting the traditional strong male dominance in the public domain.⁵⁰

G. Management of the project:

During the first two phases of ADSIF, FAO was co-operating agency for the project. A series of missions to ADSIF, including a baseline study undertaken in 1994 by the ADS NEX Unit, drew attention to serious weaknesses in implementation in relation to the community participation philosophy of ADS, and by 1995 a National Project Manager had been appointed to take over from the International Project Manager, with the task of refocusing the project. UNOPS took over responsibility from FAO for Phase III. Leadership of the project has changed three times during the project lifetime.⁵¹

H. Community development:

A relatively large number of training courses covering subjects related to management took place during Phase III, totaling 20,116 person days. Table (5) shows the distribution of time and of attendance in management training

⁴⁹ Ibid pp 74 - 75.

⁵⁰ Ibid p 78.

⁵¹ Ibid pp 78 - 79.

provided to VDCs. As already mentioned, more than a third of this time was devoted to voluntary society regulations; book-keeping and accountancy courses account for 27% and credit policies and modalities account for slightly more than a fourth of the time spent on management training. The data available do not allow identification of total numbers of persons receiving training, since some people attended more than one course or orientation, and are therefore counted more than once.⁵²

Table (1.4): VDC beneficiary management training in ADSIF, 1997-2000

Subject	% of all management training days	% of persons attending training	Average participants per VDC	Women as proportion of trainees
Book keeping and accountancy	27,09%	15,33%	6,81	24,95%
Monitoring & Evaluation	2,15%	3,04%	1,35	37,04%
Voluntary Society regulations	38,24%	54,08%	24,04	33,07%
Forestry law	0,75%	0,70%	0,31	20,00%
Credit policies and modalities	26,25%	24,75%	11	36,36%
Essential drug management (UNICEF)	1,81%	0,73%	0,32	25,00%
Fact for Life (UNICEF)	3,20%	0,65%	0,29	50,00%
Revolving book fund (UNICEF)	0,52%	0,73%	0,32	25,00%
TOTAL	100,00%	100,00%	44,45	32,66%
Number	20,116	7,112		2,323
Source: based on ADSIF records				

⁵² Ibid p 79.

I. Productive skill development:

Training in skills intended to increase productivity and income creation capacity was organized by ADSIF both on the basis of requests from community groups and according to ADSIF advice. Table (6) shows the types of training offered, numbers of beneficiaries and proportion of training time offered to men and women on different skills.⁵³

Table (1.5): ADSIF beneficiary productive skills training, 1997- 2002

Subject	Male trainees		Female trainees		Person days of training	% of productive training time	Average persons trained per VDC
	No	% of training days	No	% of training days			
Training for men and women							
Cheese making	14	1.52%	4	0.21%	108	0.65%	0,11
Agriculture	305	27.54%	150	6.70%	2275	13.60%	2,84
Para-vets	49	53.10%	1	0.54%	3000	17.93%	0,21
Water sanitation & hand pump maintenance	36	4.55%	8	0.50%	308	1.84%	0.28
Pit latrines	2	0.14%	1	0.04%	12	0.07%	0.02
Training for women only							
Carpets & weaving	0	0%	4	3.22%	360	2.15%	0.03
Sewing & tailoring	0	0%	217	87.23%	9765	58.36%	1.36
Food processing	0	0%	25	1.12%	125	0.75%	0.16
Improved stove making	0	0%	25	0.45%	50	0.30%	0.16
Traditional Birth Attendants (TBA)	0	0%	55	?	(Details not given)		0.34
Training for men only							
Beekeeping	34	12.28%	0	0%	680	4.06%	0,31
Oil mill operating	24	0.87%	0	0%	48	0.29%	0.14
Mixer operating	5	?	0	0%	(Details not given)		0.03
TOTAL	469	100% excl. mixer operator	490	100% excluding TBA	11194 person days excluding TBA and mixer operator training	100% excluding TBA and mixer operator training	5.99
Source: ADSIF records							

⁵³ Ibid p 84.

J. Results and sustainability:

Some VDCs have established a basis for future community *sanduq* finances: *Sinsin* with the village herd of cattle for fattening; *Mabroka* with grain stored. None have developed a strong cash reserve, few have established cash recycling between community members. When the UNDP/UNCDF Rural Water Project came to an end, transfer of equipment to ADSIF opened a potential key resource for sustainability of the program: hire of equipment can generate real revenue for revolving fund reserves. Final plans for transfer of this equipment at closure of ADS have not been made. The National Water Company would like to take it over, as would REFCO.

It would be more in keeping with the original aims to transfer ownership to REFCO, but it would be advisable to make any such transfer of ownership conditional on the future management and use of the equipment. REFCO should not sell it, and should ensure proper management and use of the equipment, so that funds are generated for the whole network of VDCs.

The most sustainable aspect of ADSIF at this point in time is the fact that some thinking has been triggered in terms of community roles and their own potential for supporting their development. Some VDCs will almost certainly be able to continue activities in line with what they are doing now. Most communities have at least one community service (such as flour mill, decorticator or oil mill) developed, and in principle these should continue to provide some funds for community activities – or at least, provide at-cost services. Most communities, however, have not really internalized the sense of community responsibility for the *sanduq*, and while a select few will continue to benefit from investments made during the project lifetime, other community members will only benefit very indirectly. The quality of monitoring data and reports are far from optimal, making it very difficult to give a realistic assessment of the situation, even in those villages visited.⁵⁴

⁵⁴ Ibid p 88.

CHAPTER (2)

UNDP SUPPORT IN SOUTH DARFUR

Section (1): Historical background

2.1.1 The United Nations (UN):

The United Nations (UN) is a unique international organization of 192 sovereign states established in 1945. Its goal is to maintain international peace and security, to develop friendly relations among nations, and to promote social progress, a better living standard and human rights. Its member states are bound together by the principles of the UN Charter, an international treaty that spells out the rights and duties of member states.

Although best known for peacekeeping, peace building, conflict prevention and humanitarian assistance, there are many other ways the United Nations and its system (specialized agencies, funds and programs) affect our lives and make the world a better place. One of the central mandates of the United Nations is the promotion of economic and social development.⁵⁵

2.1.2 The United Nations Development Programme (UNDP):

The United Nations Development Programme (UNDP) is a development organization of the United Nations, focusing on five specific areas. UNDP is the UN's largest provider of grants for human development, emanated from the merging of the United Nations Expanded Programme of Technical Assistance, created in 1949, and the United Nations Special Fund, established in 1958.

UNDP is the UN's global development network, currently present on the ground in 177 countries, working with them on their own solutions to global and national development challenges. In most country offices, the UNDP representative serves as the coordinator of development activities for the

⁵⁵ UNDP (2010). A beginner's guide to the UNDP, 4th edition, Denmark: JPO Service Centre, p 4.

United Nations system as a whole. Through such coordination, UNDP seeks to ensure the most effective use of UN and international aid resources.

UNDP, as we know it now, was established in 1965 by the General Assembly of the United Nations. UNDP's headquarters are located in New York. UNDP has liaison offices in Geneva, Brussels, Copenhagen, Tokyo, and Washington, D.C., Further, UNDP has Regional Centers in Bangkok, Bratislava, Cairo, Colombo, Dakar, Johannesburg, Panama and Suva. UNDP has currently more than 8000 staff members on the ground in 177 countries.

UNDP advocates for change and connects countries to knowledge, experience and resources to help people build a better life. It provides expert advice, training, and grant support to developing countries, with increasing emphasis on assistance to the least developed countries. The status of UNDP is that of an executive board within the United Nations General Assembly. The UNDP Administrator is the third highest-ranking official of the United Nations after the United Nations Secretary-General and Deputy Secretary-General.

To accomplish the MDGs and encourage global development, UNDP focuses on poverty reduction, HIV/AIDS, democratic governance, energy and environment, social development, and crisis prevention and recovery. UNDP also encourages the protection of human rights and the empowerment of women in all of its programs. The UNDP Human Development Report Office also publishes an annual Human Development Report (since 1990) to measure and analyze developmental progress. In addition to a global Report, UNDP publishes regional, national, and local Human Development Reports.⁵⁶

UNDP is funded entirely by voluntary contributions from member nations. The organization works with local governments to meet development challenges and develop local capacity. Additionally, the UNDP works internationally to help countries achieve the Millennium Development Goals (MDGs).

⁵⁶ <http://WWW.intra.sd.undp.org/> 27/01/2015.

Currently, the UNDP is one of the main UN agencies involved in the development of the Post-2015 Development Agenda.⁵⁷

2.1.3 UNDP Mission Statement:

In its mission statement, UNDP defines itself as a network and an advocacy organization for global development, UNDP is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. It is on the ground in 177 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and our wide range of partners.⁵⁸

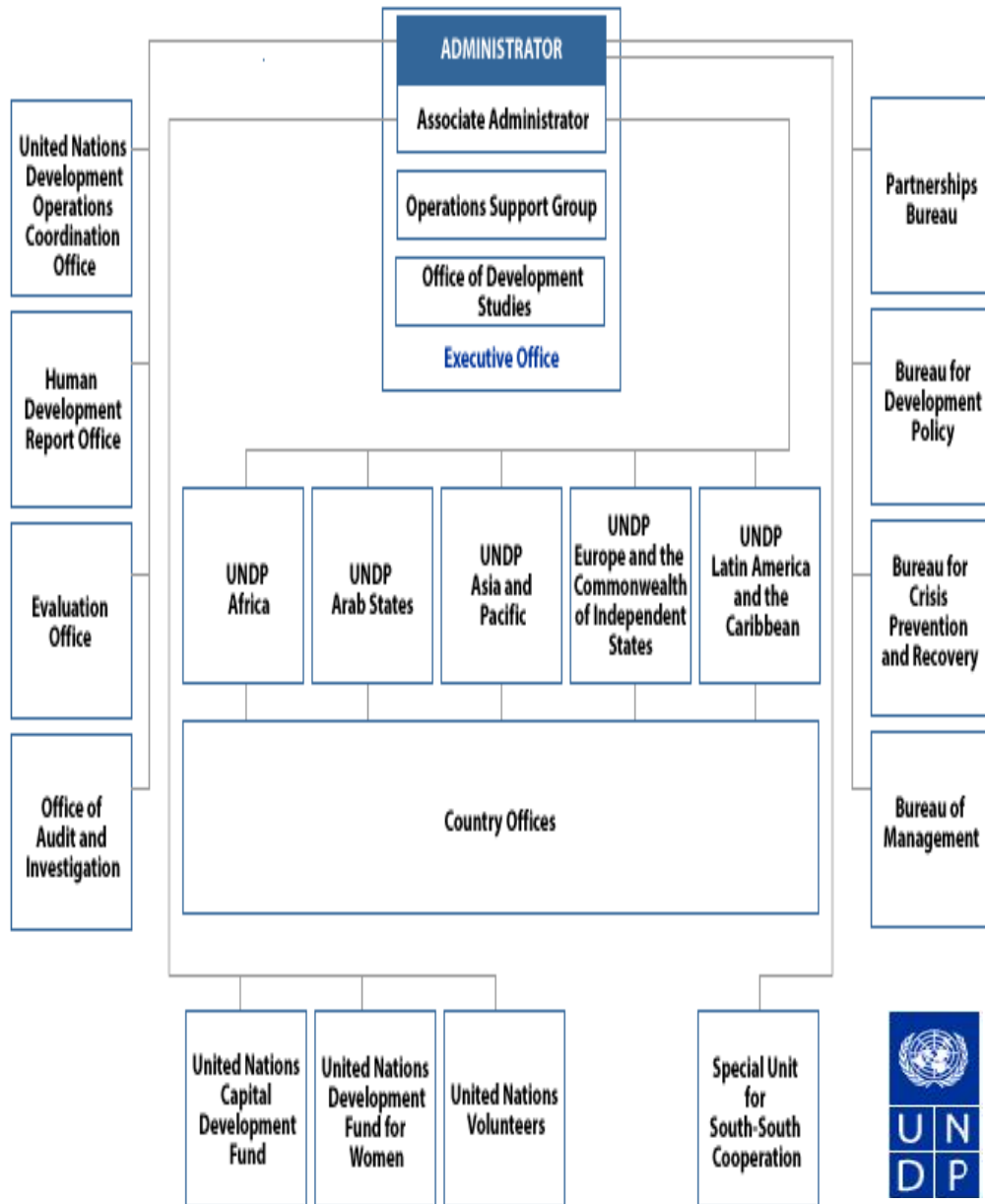
UNDP's institutional character and core strengths shape the choices that have been made about UNDP's work in the future. UNDP is neither a development bank nor a charity, nor is it a specialized agency or a non-governmental organization. UNDP is one of the few multilateral development agencies working holistically across sectors and across the world, operating at the heart of the UNDS as manager of the Resident Coordinator System and Chair of the United Nations Development Group (UNDG).⁵⁹

⁵⁷ Loc. Cit.

⁵⁸ UNDP (2006). A beginner's guide to the UNDP, 2nd edition, Denmark: JPO Service Centre, p 4.

⁵⁹ UNDP strategic plan (2014 – 2017). New York, p 19.

Figure (2.1): UNDP's Global Structure:⁶⁰



Source: UNDP for beginners, 2010.

⁶⁰ UNDP (2010). A beginner's guide to the UNDP, 4th edition, Denmark: JPO Service Centre, p 4.

2.1.4 Objectives that UNDP wants to achieve:

A. Human Development:

UNDP's mandate is human development; hence UNDP supports national processes to accelerate the progress of human development. It aims at eradicating poverty through development, equitable and sustained economic growth, and capacity development. Ultimately, UNDP wants to achieve real improvements in people's lives and in the choices and opportunities open to them. The Millennium Declaration and other summits provide a solid set of values for UNDP's work. The Millennium Development Goals - including the overarching goal of cutting poverty in half by 2015 - have set the benchmarks for concrete levels of progress to be achieved by 2015.⁶¹

B. Poverty, Governance, Crisis Prevention, Environment

The Strategic Plan is UNDP's comprehensive corporate planning instrument which outlines the vision and mission of the organization, as well as the concrete goals and objectives to be pursued over the four year cycle to support program countries in achieving national development objectives. For the 2009-2013 period, UNDP organizes its work along four focus areas:

C.1 Achieve the MDGs and reduce human poverty:

UNDP works to make real improvements in people's lives and in the choices and opportunities open to them. Guided by the Millennium Declaration and its key benchmarks for measuring progress, the Millennium Development Goals, UNDP promotes inclusive development and works to reduce poverty in all its dimensions. As part of this effort, UNDP is a trusted development partner, and co-sponsor of UNAIDS, helping countries put HIV/AIDS at the centre of national development and poverty reduction strategies, working to prevent the spread of HIV/AIDS and reduce its impact.⁶²

⁶¹ Loc cit.

⁶² Ibid pp 5 - 6.

UNDP also helps build national capacity to mobilize all levels of government and civil society for a coordinated and effective response to the epidemic and protect the rights of people living with AIDS, women, and vulnerable populations. Because HIV/AIDS is a world-wide problem, UNDP supports these national efforts by offering knowledge, resources and best practices from around the world.⁶³

UNDP helps countries develop strategies to combat poverty by expanding access to economic opportunities and resources, linking poverty programs with countries' larger goals and policies, and ensuring a greater voice for the poor. UNDP also works at the macro level to reform trade, encourage debt relief and foreign investment, and ensure the poorest of the poor benefit from globalization.

On the ground, UNDP sponsors developmental pilot projects, promotes the role of women in development, and coordinates efforts between governments, NGOs, and outside donors. In this way, UNDP works with local leaders and governments to provide opportunities for impoverished people to create businesses and improve their economic condition. The UNDP International Policy Centre for Inclusive Growth (IPC-IG) in Brasília, Brazil expands the capacities of developing countries to design, implement and evaluate socially inclusive development projects. IPC-IG is a global forum for South-South policy dialogue and learning, having worked with more than 7,000 officials from more than 50 countries. A 2013 evaluation of the UNDP's poverty reduction efforts states that the UNDP has effectively supported national efforts to reduce poverty, by helping governments make policy changes that benefit the poor. Nevertheless, the same evaluation also states there is a strong need for better measurement and monitoring of the impacts of the UNDP's work.⁶⁴

⁶³ Ibid p 6.

⁶⁴ <http://WWW.intra.sd.undp.org/> 27/01/2015.

C.2 Foster democratic governance:

More countries than ever before are working to build democratic governance (also called "good governance" or just "governance"). Their challenge is to develop institutions and processes that are more responsive to the needs of ordinary citizens, including the poor.

UNDP helps countries strengthen their electoral and legislative systems, improve access to justice and public administration, and develop a greater capacity to deliver basic services to those most in need.⁶⁵

UNDP supports national democratic transitions by providing policy advice and technical support, improving institutional and individual capacity within countries, educating populations about and advocating for democratic reforms, promoting negotiation and dialogue, and sharing successful experiences from other countries and locations. UNDP also supports existing democratic institutions by increasing dialogue, enhancing national debate, and facilitating consensus on national governance programs.⁶⁶

C.3 Support crisis prevention and recovery:

Conflicts and disasters can erase decades of development and further entrench poverty and inequality. UNDP works around the world to restore the quality of life for men, women and children who have been devastated by natural disaster or violent conflict, it helps countries prevent and recover from armed conflicts and natural disasters.⁶⁷

UNDP works to reduce the risk of armed conflicts or disasters, and promote early recovery after crisis have occurred, and works through its country offices to support local government in needs assessment, capacity development, coordinated planning, and policy and standard setting.

Examples of UNDP risk reduction programs include efforts to control small arms proliferation, strategies to reduce the impact of natural disasters, and

⁶⁵ Op. cit p 6.

⁶⁶ <http://WWW.intra.sd.undp.org/> 27/01/2015.

⁶⁷ Op. cit p 6.

programs to encourage use of diplomacy and prevent violence. Recovery programs include disarmament, demobilization and reintegration of ex-combatants, demining efforts, programs to reintegrate displaced persons, restoration of basic services, and transitional justice systems for countries recovering from warfare.⁶⁸

C.4 Manage energy and environment for sustainable development:

Energy and environment are essential for sustainable development. The poor are disproportionately affected by environmental degradation and lack of access to clean, affordable energy services. These issues are global as climate change, loss of biodiversity and ozone layer depletion cannot be addressed by countries acting alone. UNDP helps countries strengthen their capacity to address these challenges at global, national and community levels.⁶⁹

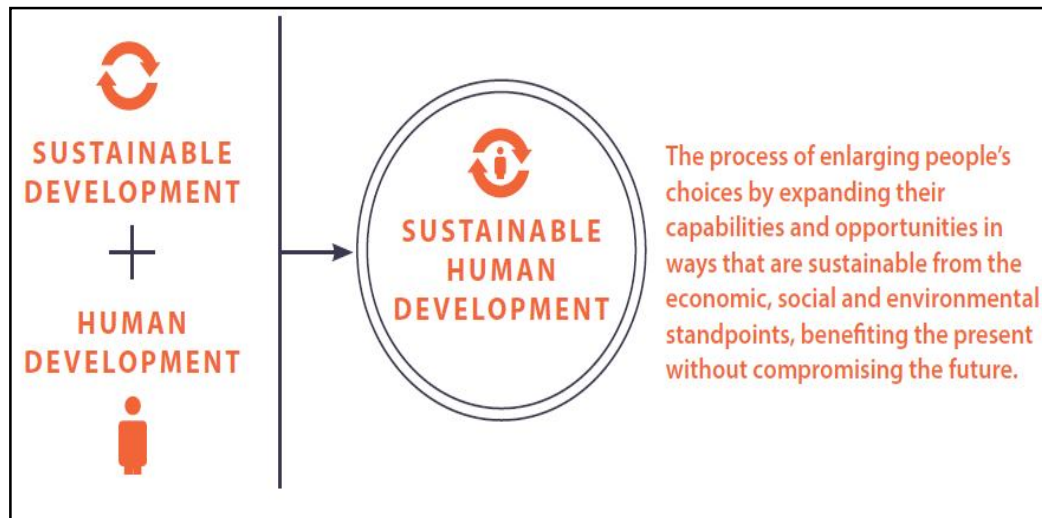
UNDP seeks to address environmental issues in order to improve developing countries' abilities to develop sustainably, increase human development and reduce poverty. UNDP works with countries to strengthen their capacity to address global environmental issues by providing innovative policy advice and linking partners through environmentally sensitive development projects that help poor people build sustainable livelihoods. UNDP's environmental strategy focuses on effective water governance including access to water supply and sanitation, access to sustainable energy services, Sustainable land management to combat desertification and land degradation, conservation and sustainable use of biodiversity, and policies to control emissions of harmful pollutants and ozone-depleting substances. UNDP's Equator Initiative office biennially offers the Equator Prize to recognize outstanding indigenous community efforts to reduce poverty through the conservation and sustainable use of biodiversity, and thus making local contributions to achieving the Millennium Development Goals (MDGs).⁷⁰

⁶⁸ Op. cit 27/01/2015.

⁶⁹ Op. cit p 6.

⁷⁰ Op. cit 27/01/2015.

Figure (2.2) Towards Sustainable Human Development



Source: UNDP strategic plan 2014 – 2017 p. 4

2.1.5 UNDP Management:

A. UNDP Rules:

A.1 Accountability System:

For UNDP, accountability is the obligation to a) demonstrate that work has been conducted in accordance with agreed rules and standards and b) report fairly and accurately on performance results vis-à-vis mandated roles and/or plans.

Accountability is not just about what UNDP delivers (results and performance) – but also how it delivers (quality and standards) and the way UNDP manages risks.

The UNDP Accountability System has two components:

□ The Accountability Framework describes organization-wide processes for monitoring, analyzing, and improving performance in all aspects of organizational policy, management processes and operational procedures in support of the UNDP Strategic Plan.⁷¹

⁷¹ Op. cit p 17.

□ The Oversight Policy details the specific procedures, tools and timing for providing UNDP and its stakeholders with independent assurance and evaluation of UNDP.

A.2 Program and Operations Policies and Procedures:

The Program and Operations Policies and Procedures (POPP) describe what needs to be done in UNDP, by whom and by when.

These online Program and Operations Policies and Procedures describe key operational procedures and processes for all aspects of work: results management; partnership management; contracts, assets and procurement management; financial management; human resources management; project and program management and information technology management.

All managers and staff members are expected to base the exercise of functions on the Program and Operations Policies and Procedures. Access to the full Program and Operations Policies and Procedures is limited to UNDP staff and partners, but some chapters are publicly accessible (for example the chapter on Program and Project Management).

A.3 Handbook on Planning, Monitoring and Evaluating:

The handbook describes in detail UNDP's approach to planning, monitoring and evaluation. It complements the POPP by providing UNDP program units with guidance on how to and practical tools to strengthen results, oriented planning, monitoring and evaluation in UNDP.⁷²

B. UNDP Tools:

B.1 ATLAS:

Atlas is a name for the Enterprise Resource Planning (ERP) system used by UNDP and other UN agencies. UNDP uses Atlas to manage projects, finances, human resources, inventory and procurement. Atlas also forms the basis for UNDP's internal control and accountability framework. To mark a departure

⁷² Loc. Cit.

from UNDP's bureaucratic designations, Atlas is not an abbreviation but stresses UNDP's global network approach.

B.2 Balanced Scorecard:

UNDP Balanced Scorecard consists of selected results and indicators to be planned, monitored and acted corporately to achieve the goals articulated in the Strategic Plan.

B.3 Executive Snapshot:

The Executive Snapshot aims at increasing managerial effectiveness. It provides senior and middle management with aggregate reports and key ratios for analysis and for facts-based management decisions. Further, it provides program officers and management professionals with more detailed reports for regular monitoring of finances.⁷³

B.4 International Public Sector Accounting Standards:

International Public Sector Accounting Standards (IPSAS) are independently-developed financial reporting standards.

B.5 Surveys and scorecards:

UNDP uses three surveys to ensure flow of critical information to its headquarters; Global Staff Surveys, Headquarter Products and Services Surveys, and Partners Surveys.

C. Knowledge Management:

Knowledge is what people know. It is about: What works? What does not work? What works where, and what works under what circumstances?

Knowledge management turns personal knowledge into corporate knowledge. It helps to connect people and information. Knowledge management makes it easier for UNDP staff members to access the best knowledge the organization has, and to access the best people to get a job done.⁷⁴

⁷³ Ibid p 18.

⁷⁴ Ibid p 19.

C.1 Regional Centers:

UNDP's eight Regional Centers provide Country Offices with easy access to knowledge through high quality advisory services based on global applied research and UNDP lessons learned.

C.2 Knowledge networks:

Drawing on its global presence, UNDP has established numerous email-based community networks of practitioners.

C.3 Thematic centers:

In addition, UNDP is engaged with a number of global thematic facilities, working to research and provide policy advisory services.⁷⁵

C.4 Training programs:

The Leadership Development Program (LEAD) is UNDP's fast-forward, intensive training program for promising young staff under 35 years.

C.4 Publications:

UNDP and its administered funds produce a wide variety of publications that are available free of charge in electronic form.

C.5 On-line courses:

Currently, seven on-line courses are mandatory for all UNDP staff; Orientation, The Gender Journey, Basic Security in the Field, Advanced Security, UN Program, Ethics, and persons with disabilities, ability, capability and employability.⁷⁶

D. Staff Management:

Currently, UNDP has a total of 8,000 staff members. Over 11,000 including service contract holders. Half of UNDP staff are women (72% men and 28% women in the case of service contract holders), but only 36% of senior management staff are female.

⁷⁵ Loc. Cit.

⁷⁶ Ibid p 20.

D.1 Staff category in the United Nations common system:

- Professional and higher: This includes staff concerned with the substantive and managerial activities of the organizations, general administration and language services. The international professional and higher categories comprise five Professional grades (P-1 to P-5) and two Director Levels (D-1 and D-2).
- The General Service staff are recruited and paid on a local basis. The General Service covers such functions as messengers, clerks, secretaries and administrative support staff.

D.2 Types of Contracts in UNDP:

- UNDP staff on Continuing Appointment (CA) open-ended contracts without expiration date.
- Staff on Fixed Term Appointment (FTA) one to five years contract.
- Staff on Temporary Appointment (TA) less than one year contract.
- Consultants on Special Service Agreement (SSA) contracts for short duration activities not exceeding eleven months.

D.3 Assessment of staff performance:

The performance of UNDP staff is assessed on an annual basis through a Results and Competency Assessment (RCA). The Result and Competency Assessment serves as the basis for promotions and salary raises. Termination of contracts is based on this assessment as well.⁷⁷

2.1.6 UNDP Activities Fund:

UNDP receives over \$5 billion in a year. This money comes from five sources:

- **voluntary contributions from member states:**

The voluntary contributions from member states form UNDP's regular resources (also called "core resources" and "Target for Resource Assignment from the Core" / "TRAC").⁷⁸

⁷⁷ Ibid p 21.

⁷⁸ Ibid p 22.

Regular resources are not earmarked (not reserved for any specific purpose by the donor) and are used to run UNDP. They constitute the bedrock of UNDP, and guarantee its universality, neutrality and independence. From 1994 to 2001, there was a decline in regular resources, leading to a funding crisis of UNDP. Since then, global regular resources have steadily increased and stand at annually \$1.1 billion in 2008.

Over the past years, long-term funding commitments made by several donor governments have helped increase the predictability of UNDP's regular funding base. Mobilizing an adequate level of core resources remains a top priority for UNDP. The largest voluntary contributors to UNDP's regular resources are Norway (\$138 million), the Netherlands (\$117 million), Sweden (\$110 million), the United States (\$97 million) and the United Kingdom (\$96 million).

- **Earmarked Contributions from Bilateral Donors:**

Additional contributions from states are typically reserved for a specific purpose (earmarked). Earmarked contributions from bilateral donors come mostly from member states of rich countries organized in the Organization for Economic Cooperation and Development (OECD). Bilateral donors provide UNDP annually with around \$1.4 billion earmarked for specific purposes. The largest bilateral contributors to UNDP's earmarked resources are the United States (\$202 million annually), Japan (\$193 million) and the United Kingdom (\$189 million).

- **Earmarked Contributions from Multilateral Partners:**

Earmarked contributions also come from multilateral partners and the European Commission. Multilateral donors provide UNDP annually with around \$1.3 billion earmarked for a specific purpose.⁷⁹

⁷⁹ Ibid p 23.

- **Local Resources from UNDP’s Program Countries:**

Some program countries channel resources through UNDP in support of their own development priorities.

These funds are fully integrated into UNDP’s budget process, and UNDP recovers the costs incurred for handling these funds. Channeling local resources through UNDP occurs particularly in Central and Latin America. Currently, local resources amount to around \$1 billion.

- **Other sources:**

Other sources include contributions to UNWOMEN, UNCDF and UNV. The base structure centers on the fundamental functions that UNDP is mandated to fulfill, in particular as custodian of the resident coordinator system for the entire UN. These functions do not change with the volume of resources managed and are considered fixed costs.⁸⁰

2.1.7 UNDP Budget:

The UNDP institutional budget estimates for 2012-2013 reflect an unprecedented level of \$120.1 million, or 12.3 per cent in volume reductions, in comparison to the 2010-2011 gross budget of \$980.9 million approved in executive Board decision 2010/1. These reductions offset \$31.1 million (3.2 per cent) in non-discretionary cost increases and \$40 million (4.1 per cent) in proposed investments, resulting in a net budget reduction of \$49.3 million or 5.0 per cent. This reflects the ongoing need to exercise budgetary discipline. This also acknowledges the importance of continually investing in the organization in order to ensure accountability for the resources placed at the disposal of UNDP, as well as for the revised results approved in the midterm review of the strategic plan. Thus, in gross terms, the UNDP institutional budget estimates for 2012-2013 are \$931.9 million.

An increase of \$0.3 million in income that offsets the gross budget estimates is also projected, raising total income offsets to \$75.4 million. Thus, in net terms,

⁸⁰ Loc. Cit.

the UNDP institutional budget estimates for 2012-2013 are \$856.5 million. In addition, as has been the case in the past two budgetary periods, the Administrator requests exceptional authority during 2012-2013 to disburse, if needed, up to \$15 million in regular resources for security measures, the use of which would be limited to new and emerging security mandates as defined in United Nations Department of Safety and Security directives.⁸¹

Table (2.1): Resource plan 2012 - 2013
(in millions of dollars, nominal)

	2010-2011	Volume		Cost	2012-2013
	estimates	\$	%		estimates
Posts	651.8	(2.0)	-0.3%	22.7	672.5
Other staff costs	2.5	(0.2)	-8.0%	0.2	2.5
Consultants	15.1	(0.3)	-2.0%	0.2	15.0
Travel	31.1	(2.1)	-6.8%	0.4	29.4
Operating expenses	163.2	(21.9)	-13.4%	4.4	145.7
Furniture/ equipment	47.2	(16.6)	-35.2%	1.6	32.2
Reimbursements/ contributions	70.0	(37.0)	-52.8%	1.6	34.6
Gross total	980.9	(80.1)	-8.2%	31.1	931.9
Income to the institutional budget	(75.1)	(0.3)	0.4%	-	(75.4)
Net total	905.8	(80.4)	-8.9%	31.1	856.5

Source: UNDP institutional budget estimates for 2012-2013

⁸¹ UNDP (2011). Institutional budget estimates for 2012 – 2013, second regular session, NY, p 1.

Section (2): UNDP and Livelihoods in South Darfur

1.2.1 The Conflict Context of Darfur:

For a millennium, Greater Darfur has been an important African trading hub, catering both to East-West trade with the Gulf and South-North trade with Egypt and Libya and an important centre for religion. Three dynasties were decisive in its rise to fame - the *Daju* dynasty that ruled from the thirteenth century to the sixteenth century; the *Tunjur* dynasty that ruled until the seventieth century; and the *Keira* dynasty whose centre of power was in *Jebel Marra*. The core group in the *Keira* dynasty was the Fur, whose king *Suleiman Solongdongo* became the first ruler of the Sultanate of Fur (1650-1680). Even in its early days, the Sultanate was the scene of power struggles, strife and infighting. Many smaller clans and chiefdoms as well as immigrants from West and North Africa were included in the growing State, and to provide the mobility to ensure physical control of the Sultanate, nomadic pastoralist communities were incorporated at the fringes of the increasingly centralized and autocratic, sedentary political economy. Gradually consolidating the power of the Sultanate as a cosmopolitan 'State', a new system of granting land titles (*hakura*) by merit or as rewards rather than by kinship and clan was introduced; the army was strengthened and made up of slaves from the South presumed to be independent of local loyalties; and Islam was adopted as a unifying court-based system of beliefs.

The *Keira* Sultanate of the Fur maintained its independence until it was overthrown in 1874 by the new Turku-Egyptian rulers, who had occupied the Northern parts of Sudan including the *Funj* Kingdom.

This occupation remained till 1883 when the *Mahadiya* forces, of whom many were from Dar Fur, overran Khartoum.⁸²

⁸² UNDP (2010). Microfinance Assessment Consultancy to Darfur, Sudan, Final Report, p 26.

After British troops reoccupied Omdurman ending the *Mahadiya* rule in 1898, the Anglo-Egyptian forces also annexed Dar Fur and in effect closed the chapter on independent Darfur. For a slightly more expanded summary of the long and complex history of the region.

1.2.2 Key Causes of the Current Conflict:

To a large extent, the conflict that escalated in Darfur in 2003 represents a modern flare-up of grievances caused by processes that started deep in history and have continued during the Anglo-Egyptian occupation of Sudan as well as under the regimes that have ruled Sudan since Independence in 1956. Key aspects relate to the colonial system of rule; national and regional processes; and finally local developments which are shaped by events at the national and regional levels, in brief the key causes of the current conflict are:

1. The British Colonial system of classification and native administration
2. Political and economic marginalization of Darfur
3. Increased local competition over resources and influence.⁸³

1.2.3 Key Impacts of the Conflict:

The conflict that escalated with the government counter-insurgency on 2003 needs to be placed in its context of the historical tensions, and its impacts understood as additional strains to a situation of long festering vulnerabilities. There were of course direct, acute effects of the politically fanned - flare-up of tensions into open conflict during 2003-04, but the key economic impacts observable today are a combination of these acute effects and the gradual impact of competition for scarce political, economic and natural resources, and include:

- The gradual loss of rural and pastoralist livelihoods, changing livelihood patterns and southbound and urban migration;
- Forced urbanization after attacks and destruction, resulting in asset loss and collapse of primary markets;

⁸³ Loc. Cit.

- Upsurge of construction, trade and prices in secondary and main markets; and
- A looming environmental crisis.

The direct impact of the many acts of violence during the latest conflict included loss of lives and destruction of farms and homesteads, and resulted in displacement of villagers and inhabitants of *dammar*. Economic livelihood assets such as crops and livestock were looted or destroyed, and natural resources were lost when wells were destroyed, surface water was contaminated, fruit trees were cut and land became inaccessible. In the early days of the conflict in particular, human capital was undermined by the violence and the separation of families, and the destruction and displacement eroded support networks and other social capital.

Whether gradual or acute, the loss of rural livelihoods has had a direct impact on the rate of urbanization:

- Gradual urbanization has occurred as rural dwellers lost their livelihoods to drought and moved to cities to benefit from social networks, increased employment opportunities and service provision. In rural areas, livelihoods have been integrated with farmers also keeping animals and pastoralists also growing e.g. fodder crops – each therefore increasing competition over natural resources where before the livelihoods were complementary;
- The acute displacement during the conflict caused a significant and rapid increase in this urbanization, both increasing the number of urban residents and creating the huge IDP camps that sprung up around the safer urban centers. The urban centers of Darfur are not at all able to cope with the increased population. Supplies of electricity, water (and gas in *Nyala*), as well as basic services (sewerage, sanitation, schooling, health) are very inadequate, and most localities lack the revenue from a small and poorly monitored tax base to provide improvements. Federal support for development has largely not been forthcoming.⁸⁴

⁸⁴ Ibid p 29.

- The destruction of villages and homesteads, displacement of people and animals and subsequently fallow fields led to a collapse of many of the primary markets which used to supply the town markets with cash and food crops, livestock and livestock products. With the booming urban demands, traders have had to import goods from farther away, adding links to the value chain; but it appears that the sale of free food aid to some extent shored up the sorghum market and kept prices stable. In some areas even secondary markets have been badly affected
- The urban centers have benefited from the influx of cheap labor and demand – even at limited purchasing power - for basic, locally produced food stuff and household items by IDPs, as well as from the employment opportunities and significantly elevated purchasing power and demand for higher-value items by international NGOs and UN agency staff. The combination has resulted in exponential growth of some sectors, especially trade, construction (bricks, timber, water) and housing (rentals). Merchants in *Kass* town confirmed to the Consultancy that sales of cooking oil, sugar, tea, coffee and wheat flour had increased dramatically after the direct impact of the conflict had subsided in 2007. Both in the state capitals and in the larger towns like *Kass* and *Kebkabiya*, construction is booming and the rents of houses have more than tripled since 2005;
- The construction of housing for expatriate staff; and to a certain extent for IDP camps (e.g. latrines) and the demand for basic fuel wood and water has meant a completely unsustainable assault on the scarce natural resources of Darfur in ever increasing circles around the urban centers. Many urban poor and IDPs are cashing in on the demand by making mud bricks, working in kilns, cutting or collecting, transporting and selling timber; making charcoal and selling water. These livelihood strategies are obviously not sustainable and alternative energy sources for households in poor quarters and IDP camps need to be identified and made available. This is not only relevant for Darfur, however.

The government estimates that 78% of the energy consumption in the country is in the form of firewood and charcoal.⁸⁵

1.2.4 South Darfur State:

Prior to the creation of two new states in Darfur region in January 2012, South Darfur is located in the far south west of Sudan between latitudes (8.30 - 13.30) in the North, and longitudes (22.30 - 28) in the East, it had an area of 127,300 square kilometers (49,200 sq mi), bordered from the south by South Sudan Country, from the East by States of North and South *Kordofan* and from the West by the Republic of Central Africa and West Darfur State, this gives the State an advantage as a link between the countries of Central and South-West Africa, and crossing point to central Sudan, and then to north and east Africa. *Nyala* is the capital of the state.⁸⁶

A. Climate:

South Darfur is located within Sudan in the tropical region, where climate ranges between poor savannah ecosystems in the north and rich savannah ecosystems in the South in addition to the climate of the Mediterranean Sea in *Jebel Marra* area. In the period from March to June, there is a high temperature degrees sometimes reach above 40 degrees. Begins to decline at the beginning of the rainy season in July - October and the weather is warm and moderate then cold during the period from November to February, where temperatures fall to 16 degrees at night or less in some areas.

B. Population:

South Darfur is the second State in Sudan after Khartoum State (federal capital of Sudan) according to the population census 2008, having a population of about 4.093.594 person, representing 19% of the total population of Sudan with growth rate of 3.48%. The populations consist of many tribes with African and

⁸⁵ Ibid p 30

⁸⁶ Commission of Investment, South Darfur (2012) Investor's Directory, p 4.

Arabian roots. Resulted in a social inherited, variable and mixed between different cultures.

C. Terrain:

Generally flat and spread by some mountain ranges, low hills and sand dunes in isolated places, covered by the valleys and seasonal creeks conducted in different directions and ending at Bahr Al - Arab.

D. Administrative division of the State (the localities):⁸⁷

- | | |
|------------------------|-------------------|
| 1. Nyala Municipality. | 12. Nyala North. |
| 2. Buram. | 13. Idd Elfursan. |
| 3. Rehead Elbirdi. | 14. Kass. |
| 4. Tolus. | 15. Al – Salam. |
| 5. Sharq Aljabal. | 16. Belail. |
| 6. Alwihda. | 17. Gereida. |
| 7. Katyla. | 18. Kubum. |
| 8. Niteiga. | 19. Alsunta. |
| 9. Alradom. | 20. Om Dafoog. |
| 10. Dimso. | 21. Shattaya. |
| 11. Mershing. | |

1.2.5 Livelihoods in South Darfur:

"The ten year conflict in Darfur has undermined livelihood coping strategies and resulted in 1.4 million internally displaced persons (IDP) in camps reliant on food aid."⁸⁸ There are over 500,000 *Darfurian* refugees in Chad and South Sudan and intertribal fighting continues to displace civilians and affect humanitarian and early recovery activities. 6,000 additional displacements have occurred thus far in 2013 alone. There has been significant livestock loses, an important wealth measure in Darfur. Immense destruction of

⁸⁷ Ibid p 5.

⁸⁸ OCHA (2013). Humanitarian Bulletin, Sudan: Issue 36, 3-8 September.

physical assets has occurred, which supported livelihoods such as wells, fruit trees, household goods, tools, seed stocks, irrigation pumps, grinding mills and shops. Planting and harvesting is circumscribed by insecurity and livestock migration routes blocked, putting enormous strain on land and water resources and relationships between farmers and nomads. Trade has been disrupted due to insecurity, high taxes (formal and informal), banditry and displacement. Normal price patterns have been disrupted due to collapse of the grain trade and emergence of food aid as a substitute market.⁸⁹

Over the past year, there has been increased recognition that interventions need to focus on strengthening the resilience at community and household level and capacity of *Darfurian* to rebuild their livelihoods and that protection and management of Darfur's fragile physical environment must be part of current and future interventions in the region. Within this context, in 2010 UNDP expanded its activities in Darfur to incorporate an Early Recovery and Livelihood program. In late 2011 the Pro-Poor Value Chain Integration Project was launched as a follow on to earlier livelihood recovery work. The Darfur Pro-poor Value Chain Integration for Peace and Early Recovery is one of UNDP's livelihoods projects implemented in West, East, Central, North and South Darfur. The project aims at creating sustainable livelihoods opportunities for conflict affected communities, especially women and youth through brokering and marketing of agricultural and livestock products, specifically honey, groundnuts, livestock (hides and skins) and hibiscus. The approach is to facilitate linkages between lead firms and producer groups through forward purchase agreements on the one hand, while building the capacities of local partners such as national NGOs, CBOs and Government institutions to be better able to deliver services along supported value chains. In addition, the project aims at facilitating access to financial services, vocational training, and to provide start up grants for vulnerable women, youth, agro pastoralists, pastoralists, farmers, IDPs and returnees for 10,000 micro-entrepreneurs in 45

⁸⁹ UNDP (2013). Darfur Pro Poor Value Chain Project, Livelihood program, Final Report, p5.

identified communities in Darfur (25 of them in South Darfur). This work is informed by ongoing market monitoring carried out by the national NGO, the Darfur Development and Reconstruction Agency (DDRA), across Darfur region, and by in-depth studies into trade in particular commodities, carried out by Tufts University – Feinstein International Center (Tufts-FIC). The project complements expected foreign direct investment as well as the Government’s “Darfur Strategic Development Program”.⁹⁰

In order to promote long-term development and prevent the outbreak of future conflict, it is important to ensure that peace dividends reach all conflict-affected households and communities in particular the IDPs, returnees, pastoralists, women, and youths (male/female). The continuous lack of productive work, basic social services and justice is creating hardship, frustration, and idleness among local populations. Uneven wealth distribution and lack of development in Darfur is creating significant inequalities in the region. As a result, there is a steady stream of grievances and disaffected youth who can be recruited for criminal activities and political mobilization. Consequently, the focus on economic recovery is key to prevent renewed violent conflict in Darfur.

In addition, all state government institutions as well as a considerable number of national and international NGOs that are conducting livelihoods activities in Darfur have expressed a strong need for capacity development in sustainable economic recovery programming, including business skills and pro-poor value chains, not only regarding their beneficiaries, but also regarding their own livelihoods, extension and microfinance staff, in order to ensure the sustainability of their interventions.

Pro-poor value chain development is a key strategy for livelihoods stabilization as well as early and long term local economic recovery in Darfur.

⁹⁰ Ibid p 6 .

In rural areas, value chains integration also provides a key strategy for sustainable voluntary return. The current conflict has disrupted markets, disadvantaging mainly farmers and pastoralists. Therefore in an effort to assist these producers to maximize on profits, UNDP commissioned a number of value chain analysis studies in Darfur. UNDP has now decided to implement the findings of these studies in particular the implementation of the livestock and livestock products, groundnuts, honey and hibiscus value chains.⁹¹

1.2.6 Livelihoods Project Strategy:

In 2011, UNDP aims to create sustainable livelihoods opportunities for conflicted affected people, especially women and youth through pro-poor value chains integration interventions, which include business brokerage, marketing of agricultural and livestock products, facilitating financial services, vocational training, and providing start up grants for 4.500 vulnerable women and youth, including IDPs, micro-entrepreneurs in 45 communities in Darfur, benefitting a total of at least 10.000 MSME in the three states of Darfur. In addition, UNDP will include all interested NGOs operating in Darfur in their training of trainers, value chains brokerage and business environment advocacy activities, to further increase the overall outreach and sustainability of the recovery work by the different actors in Darfur.

The overall goal of the project is to broker and facilitate linkages between large businesses, potential investors and local partners, to strengthen and expand the local MSME sector and facilitate the development of new products and services which address the needs of the poor. ‘Leading investors’ are being approached individually and jointly with networks of local partners to discuss and find innovative and efficient solutions to investment projects that align financial viability and promote equitable local economic development. Two international importers (with their local supply networks) have already been identified and selected as lead companies for the hibiscus value chain.

⁹¹ UNDP (2011). the pro-poor honey value chain integration project in South Darfur, p 2.

Forward purchase agreements between farmers groups, local hibiscus wholesalers and microfinance providers are currently being finalized for the coming agricultural season. Once the agreements are operational, beneficiaries supported by other interested NGOs in Darfur can be linked to these newly established value chains. Capacity building of primary producers will be conducted through sub-contracting NGOs and CBOs already operating in Darfur as well as in collaboration with State Ministries of Agriculture, Animal Resources, Finance and Social Welfare. The capacity building interventions are closely aligned with the commodity brokerage activities of the UNDP commodity brokers.

The multi-stakeholder nature of the initiative reduces the risks and transaction costs of specific investment projects. UNDP is well positioned to perform this role because of its convening power, development track record in the participating countries, impartiality, reputation, brand, political reach and access to regional and global development networks.

At Khartoum level a Technical Advisory Committee on Pro-Poor Value Chain Integration has been created under the Ministry of International Cooperation supported by UNDP, with participation by the Ministry of Finance, Ministry of Agriculture, other relevant government institutions, UN-agencies, IFAD, World Bank, *Ahfad* University for Women and specialized NGOs such as Practical Action, to provide technical advice regarding the enabling business environment as well as facilitate the collaboration between government actors, international donors, training providers and business networks.

This program is part of UNDP's "Darfur Area Focus Action Plan (DAFAP)" and the Joint "UNDP/UNEP Programming Framework on Livelihoods, Environment and Local Economic Recovery for Peace & Development in Darfur" and as such a continuation and scale-up phase of UNDP's pilot livelihoods project under implementation in the three Darfur States.⁹²

⁹² Ibid p 3.

The escalation of hostilities in Darfur is particularly alarming. The armed conflict in Darfur erupted in early 2003. Civilians have been subjected to systematic violations of human rights and humanitarian law, causing massive displacement and an IDP community held captive by fear. The lack of confidence in governance and rule of law institutions are further compounded by the destruction of infrastructure and livelihoods, the absence of basic social services and a negative impact on the environment and the ecosystem. As a result of these dynamics, some 3.6 million war-affected people are today dependent on humanitarian assistance. Displacement has weakened traditional conflict-resolution mechanisms, significantly disrupting the social balance. The situation has deteriorated significantly since the signing of Darfur Peace Agreement (DPA) on 5th May 2006. Viewed as unrepresentative by many *Darfurians*, the DPA has wrought increased conflict between the signatories and further splintered the armed elements in the region. Continued conflict has resulted in an additional 500,000 displaced in 2006 bringing the total IDP/refugee population to some 2.2 million – almost one third of Darfur’s population.

Women are particularly affected. Their physical security is particularly at risk due to Sexual-Gender Based Violence (SGBV).

As the main collector of domestic energy resources, women are compelled to leave the camps for farming and in search of firewood and, by doing so, are exposed to the threat of rape. Women also bear the brunt of the economic and social consequences of the conflict, and have become disempowered with little or no access to income-generation in both the formal and informal sectors. Excluded from decision-making and political processes, women are threatened by continued marginalization in the current crisis and in the future recovery and peace building process.⁹³

⁹³ UNDP (2010). Darfur Livelihoods Programme, Honey pro poor value chain, p 2.

The root-causes of the conflict are multiple. Key are the economic and political marginalization of Darfur by the central government since the 19th century, wider regional conflicts that contributed to the development of ethnically distinct armed militia and the tactical manipulation of ethnic identities in Darfur by the Sudanese political parties. Desertification and significant population growth have increased competition over scarce resources (land, water and livestock), and recurrent droughts, have led to violent conflict between nomads and farmers, contributing to tensions between tribes along the lines of ethnic division. Local conflicts have been exacerbated by the dismantling of the native administration, the spread of small arms and weak local governance and rule of law structures.

The 2005 Tufts University study on livelihoods in Darfur states that, “never in the history of Darfur has there been such a combination of factors causing the failure of livelihood strategies and loss of assets, including; systematic asset stripping, production failures, market failures, failures to access natural resources, failure to access financial services and failure to transmit back remittances.” In South Darfur, the Labor Office estimates the unemployment rate at above 70%, while in West Darfur the figure is 80%. The implications of these figures and needs are further exacerbated by the lack of basic services, irrigation works, flood protection systems, water harvesting, fuel and a general lack of funding and capacity in governmental bodies, such as the Labor Office and the Planning Units of the Ministries of Finance and Agriculture.⁹⁴

Despite the continuing conflict, there are ways in which international actors can be useful in supporting peace and development in Darfur. Emerging from four UNDP CO field-assessments during the period: June – September 2006 and consultations with the Darfur Joint Assessment Mission (D-JAM) Team, is a consensus that opportunities exist to enhance livelihoods and build capacity of both civil society and key institutions to lay a foundation for future economic recovery. Focusing on livelihoods and its relationship to natural resource

⁹⁴ Loc. Cit.

management will allow UNDP, IOM, UNEP and other actors to address one of the root causes of the conflict in Darfur.

A few pilot initiatives on conflict-sensitive microfinance provision as a tool to promote peace by improving livelihoods seem promising.

The RC's office is spearheading two livelihood-related initiatives. The first is an environment technology task force (ENTEC) led by UNEP of which UNDP is a partner, the aim being to address the need for alternative technology (use of liquid petroleum gas/LPG, timber-less shelter, energy saving stoves, etc.) in a resource-scarce environment via demand-side interventions, including Microfinance.

The second initiative is series of multi-stakeholder workshops on livelihoods and microfinance having taken place in three areas of Darfur and in Khartoum between 2006 and 2010 that identified best practice and developed a shared understanding of livelihoods, identified gaps and developed a strategy for livelihoods as well as suitable conflict-sensitive microfinance models for Darfur.

In its ongoing Darfur Enhancing Livelihoods Project in Darfur, UNDP is laying the groundwork for expanded livelihood and economic recovery activities in Darfur, through the implementation of temporary employment projects, capacity building of national and international NGOs, vocational training, development of economic organizations and the development of a Livelihood and Natural Resource Management Platform.

Working with NGOs engaged in this economic recovery work, UNDP identified key commodities for a pro-poor value chain integration approach, whereby UNDP intends to facilitate producers to increase their income through training, collective bargaining and sustainable access to microfinance. These identified key commodities were honey, groundnuts, hibiscus, and livestock.⁹⁵

⁹⁵ Loc. Cit.,

1.2.7 Key achievements:

- 3,978 households in 23 communities in South Darfur have been reached through the project thus far.
- 1,267 beekeepers (11 percent women) in 60 villages were supported to produce 422MT of high quality honey in *Kubum* locality of South Darfur, 23 percent of the total beekeepers population from 14 villages (representing 286 beekeepers) showed an average household income of between US\$1,000 - 3,000 from local sales of honey. Of this income bracket, 3.5 percent were women beekeepers. 77 percent of the remaining beekeepers showed an average income of between US\$100-900.
- Through groundnuts value chain, the project was able to reach a total of 16,022 Households (13,422 households in 26 villages in *Katila* South Darfur, 1850 through extension services provided by the Ministry of Agriculture on production and post harvest handling towards aflatoxin contamination management.
- In *Katila*. South Darfur, 13,422 households farmed an average of 16 acres per household in 2012 and are estimated to have produced an average of 88,479MT (at a production average of 412Kgs/acre per farmer). The production averages/ acre per farmer for 2010 and 2011 stood at 319kgs and 307Kgs respectively. In 2012, farmers cultivated increased acreages in groundnuts due to high prices of groundnuts realized during 2011 trading season and thus a surplus harvest was witnessed.⁹⁶
- Aflatoxin awareness information was shared through 4 live programs conducted by *Nyala* radio, South Darfur towards sensitizing communities on aflatoxin related issues. DAL Group conducted a technical training for 6 Ministry of Agriculture and RDN personnel on aflatoxin management methods and developed the sensitization material disbursed in 5 collection

⁹⁶ UNDP (2013). Darfur Recovery & Livelihood Programme, Final Report, p 6.

centers in the field. During the groundnut purchase period, crops procured by DAL Group recorded aflatoxin levels of between 0.7 - 31.6ppb against a minimum required quality threshold of 40ppb.

- In South Darfur, a forward purchase contract was brokered between DAL Group and the farmers towards a potential 5,000MT purchase of aflatoxin free groundnuts during the 2013 marketing season. As a result of these combined efforts, DAL Group was able to procure 241MT of groundnuts that recorded aflatoxin levels of between 0.7 - 31.6ppb against a minimum required quality threshold of 40ppb. A further 6,796MT of groundnuts was sold through local market registries in *Katila* locality.
- Dialogue between hibiscus farmers and agro industrial companies in Khartoum regarding quality standards and prices was created.
- The farmers in *Katila*, South Darfur were on average able to produce an extra 1.680MT of groundnuts on their farms and earn an additional US\$630 per farmer from this increased production.
- Through the Value Chain projects, the capacity of 7 national NGOs and government units has been built through various trainings.
- The ability and power of 47 producer groups, women's groups, and 26 in 45 communities has been enhanced through the conduct of 40 trainings and workshops to improve production quality and quantity in North, South, West and Central Darfur state for groundnut, honey, hibiscus and hides and skins.
- 26.6MT of improved high quality drought resistant groundnut seeds (*Sodari* and *Gubaish* varieties) and 4.6 MT of certified high quality hibiscus seeds were distributed to farmers in North and South Darfur. 26 demonstration farms established to promote the continued use and availability of improved seed varieties by the farmers through seeds multiplication at the community level to facilitate ongoing crop improvement.⁹⁷

⁹⁷ Ibid p 7.

- The Darfur wide Hides and Skins Value Chain Analysis is underway, which will result in a business plan that will guide UNDP work in development of the industry. The study includes a gender analysis and identification of sub-sectors which development of will benefit nomads materially and interaction between settled and nomadic groups. A cross sector private public Advisory Group has been established. In South Darfur MOF in partnership with UNDP provided improved tools, material and machines to 390 hides and skins handcrafters. This technology to increase production and improve productivity of the poor hides and skins entrepreneurs.
- Steps toward bridging the gap between formal credit and producers are underway. Mediators Training will take place in the last quarter of 2013 to link producers and financial institutions.⁹⁸
- The ‘deep field’ office in *Kubum* town, *Kubum* locality is now fully functional. Through this office, 2 honey producer associations (*Kubum* Beekeepers Association; *Kubum* Women’s beekeepers Association) are currently being supported. Based on recent follow up, *Kubum* Beekeepers Association has reported an increase in official membership from 50 members in May 2011 to 1,050 during early April 2012. This increase is a direct result of the sensitization, mobilization and training efforts provided by staff at *Kubum* level. Numbers for *Kubum* women’s beekeepers association are currently being collated to measure changes in membership.
- UNDP has completed consultations with beekeepers in *Gogi* cluster, *Elgerref*, *Markundi* and *Fajelhala*. The objective was to give introductory talks about both traditional and modern beekeeping, with the presence of the beekeepers association chairman and some of his executive office members to encourage more beekeepers to join the association.
- 1000 new bee keepers trained and provided with traditional bee hives. Among the trained 27% are women. Each hive is expected to yield a

⁹⁸ Ibid p 8.

minimum of 20 lb of honey (9 -10 kg using the formula 1lb = 0.454 kg). Total estimated production from these 1000 project hives is minimum 20000 lb. Estimated average cost of 1 lb = 20 SDG. Estimated income will be 20000 lb X 20 SDG = 400,000 SDG.

- Two demonstration plots completed with 100 modern bee hives. Each of the demonstration plots is managed by a bee keeping association, one of which is Women Bee Keepers association.
- Training for Local carpenters and blacksmiths to produce modern bee hives and honey extracting tools locally was completed in three villages in *Kubum* area.
- Capacity Assessment for the Rural Development Network (RDN) conducted. All future UNDP trainings and other work on value chain in South Darfur will be conducted through RDN for the purposes of sustainability.
- The community baseline assessments conducted in 2011 have now been shared. These sample size baselines provide a nearer picture of what to expect in terms of production in the outreach areas. For example, the analysis shows that 52 honey producing households from 8 villages in *Kubum* produced an average of 26.6MT of honey valued at US\$111,849 in 2009. Similarly, 188 groundnut producing households in 6 localities spread over north and western Darfur regions produced an average of 736MT of groundnuts during the same year.
- TV *Nyala* recorded a documentary about the project, on the progress made on honey production, quality improvement and marketing, the support provided for the producers and the development taking place as a result of the honey pro-poor value chain project. The documentary was broadcasted twice on TV *Nyala* and part of it was broadcasted in the daily news on the National television.⁹⁹

⁹⁹ UNDP (2012). Livelihoods programme, South Darfur pro poor value chain, progress Report, pp 2 - 3.

CHATER (3)

ROLE OF UNDP IN SUPPORTING HUMAN DEVELOPMENT IN SOUTH DARFUR

Section (1): Evaluation of Livelihoods Project:

3.1.1 The positive results:

The project has contributed to peace building and stabilization through sustainable economic recovery in targeted areas. By the end of June 2013, value chain inputs were provided to 10,000 households in 45 communities. The approximate number of women beneficiaries is 30,000 (50%) while Youths comprise 20%. Income increases have been realized with incomes moving from as low as 100SDG a month up to 800 SDG a month. In the case of groundnuts, in *Katila*, South Darfur, farmers recorded an increase of USS630. Hibiscus is dominated by women producers and was chosen as a value chain commodity because of the opportunity for economic advancement of women. Honey also has significant participation by women who comprise 11 percent of the total project participants. Pastoralists are an important group in Darfur in terms of environmental maintenance and conflict. The hides and skins value chain targets pastoralists. The work in this value chain has recently launched and cumulative impact is hard to determine at this point.

Value chain interventions have brought economic recovery at the community level in rural areas as demonstrated by the use of local blacksmiths to produce animal ploughs to increase groundnut production and income increases secured by project participants, which provides increase personal investment in peace and an example to others that there is an alternative to conflict as inter-ethnic groups work together in project areas. Increasingly IPs tap into the local business community for project inputs and to facilitate ongoing availability of inputs.¹⁰⁰

¹⁰⁰ UNDP (2013). Final Report, Darfur Pro Poor Value Chain Integration Project, p 15.

The Post Returns project funded by the Greece Government, which aims to support sustainable returns in four pilot villages and some volunteers from the Youth Volunteer Rebuilding Darfur project are located in the same area as the groundnut value chain. This demonstrates excellent synergy between projects within the Livelihood Program to help sustain achievements.

3.1.2 Progress against each output:

The succeeding sections present an overview on the progress of the four outputs included in the Annual Work Plan (AWP) 2012/2013.

Table (3.1): Project Output 1: Multi-stakeholder capacity development plan for 4 value chains in 45 communities developed

Output indicators	2013 Targets	Progress against targets
# of community socio-economic baselines produced. # Private sector partners	Baseline in 45 communities conducted 3 private sector partners engaged in VC implementation.	Cumulative total: Baseline completed in 45 communities. 10,000 beneficiary households reached = 60,000 persons 4 private sector companies are involved as purchasers of groundnuts and hibiscus. Chambers of Commerce in States have been engaged. The project and producer groups are well positioned for increased engagement with the private sector to expand results.

Source: UNDP Final report, USAID/Office of Foreign Disaster Assistance, 2013.

3.1.3 Key Activities and Results (Output 1):

Baselines were established in 45 communities. In addition to its use as an M&E tool, the baseline was used to capture intervention points. A total of 20,885 households for hibiscus, groundnuts, honey, hides and skins producers have been organized into producer unions (CBOs).

Linkages between the hibiscus and groundnut unions and agro industrial companies in Khartoum have been established.¹⁰¹

As a result, companies are communicating directly with producers and forward purchase agreements between farmers and selected companies are in the making.

Table (3.2) Value Chain - Income Increase:¹⁰²

Income increased for new micro-entrepreneurs, including vulnerable women (50%), youth (20%), IDPs, returnees and pastoralists, through engaging in new or additional income generation activities, including honey production and specific pastoralist income generation activities		
Output indicators	2013 Targets	Progress against targets
# New SME launched and existing SMEs expanded.	1000-4000 new SMEs launched and existing SMEs expanded.	Cumulative total: 14,442
# clients/participants disaggregated by sex, age, pastoralist, ex-combatant, etc.	10% HH income increase of new SMEs in business at least 6 months.	
% increase in HH income of new SMEs in business at least 6 months.	30% of participants' women., 50% youth 20% IDPs	

Source: UNDP Final report, USAID/Office of Foreign Disaster Assistance, 2013.

3.1.4 Key Activities and Results (Income Increase):

- 14,442 producers provided with inputs for production and improved access to markets facilitated by linking the producers of groundnuts and hibiscus to private companies while the process of linking honey and livestock producers to market has started by gathering information on potential companies and markets.

¹⁰¹ Ibid p 16..

¹⁰² Loc. cit.

- 2 active beekeepers associations (*Kubum* Beekeepers Association and *Kubum* Women’s Beekeepers Associations) are now supported, representing 1,267 H/Hs, up from 52 H/Hs in May 2011).¹⁰³
- 200 vulnerable beekeepers were identified in *Kubum*, South Darfur and supported with in-kind grants (bee suits, veils, smokers, hive tools)
- 10 demonstration centers were established in *Gogi* and *Elgeref*, *Daressalam* and *Kalimando* to facilitate localized training of beekeepers and equipped with 2 manual extractors, 200 buckets and 20 large containers as well as functional apiaries populated with 100 modern hives.
- 1,267 beekeepers (11% women) in 60 villages were supported to produce 422MT of high quality honey in *Kubum* locality of South Darfur, 23% of the total beekeepers population from 14 villages (representing 286 beekeepers) showed an average household income of between US\$1,000 – US\$3,000 from local sales of honey. Of this income bracket, 3.5% were women beekeepers. 77% of the remaining beekeepers showed an average income of between US\$100-900.¹⁰⁴

Table (3.3) Value Chain Production & Business:

Income increased for existing micro-entrepreneurs through improved inputs, production and business capacity.		
Output indicators	2013 Targets	Progress against targets
# of VC actors trained in improved production/processing methods, disaggregated by gender	1,500 experienced ME trained in improved production and marketing, and equipped via in-kind start-up grants disaggregated by age, & sex	Cumulative total: 15,000 households experienced producers trained in improved production and marketing 1,267 households equipped via in-kind grants (11 percent women, 89 percent men) 100% increase in sales due to % increase in production volume/quality of honey, groundnuts, and hibiscus,
% change in production volume.	5-20 % increase in sales due to production volume and/or quality of VC commodity	
% increase in target groups household incomes.		
Note: This applies to		

¹⁰³ Ibid p 17.

¹⁰⁴ Loc. Cit.

Income increased for existing micro-entrepreneurs through improved inputs, production and business capacity.		
established value chains only.	5-25 % increase in target groups HH income. 5,000 VC actors have access market monitoring information	hides and skins products. 100-600 % increase in HH incomes. Project staffs use the Market Monitoring Bulletin to share information about market trends with producers. The VC actors with access to market monitoring information. Moving that information directly to producers is needed and has not happened yet. It has been built into the 2014 project.

Source: UNDP Final report, USAID/Office of Foreign Disaster Assistance, 2013.

3.1.5 Key Activities and Results (Production & Business):

- a. The groundnut value chain project was implemented in partnership with South Darfur Ministry of Agriculture, *Riheid Elfursan* development Net (RDN), a network for local NGOs in South Darfur and DAL group, Sudan's largest corporate entity with commercial interest in agricultural commodities. A Letter of Agreement was engaged with Ministry of Agriculture towards provision of extension services, rehabilitation of storage facilities, packaging support and aflatoxin contamination management to farmers in 26 villages within *Katila* Locality of South Darfur. A forward purchase contract was brokered between DAL group and RDN towards the purchase of a potential 2,000MT of shelled and 3,000MT unshelled groundnut crop from farmers in *Katila* during 2013 market season.
- b. The project was able to reach 13,422 households through aggressive extension services provided by the Ministry of Agriculture in 26 villages within *Katila* locality, and who were sensitized and trained on production

and post harvest handling towards aflatoxin contamination management.¹⁰⁵

The 13,422 households farmed an average of 16 acres per household in 2012 and are estimated to have produced an average of 88,479MT (at a production average of 412Kgs/acre per farmer). The production averages/acre per farmer for 2010 and 2011 stood at 319kgs and 307Kgs respectively. In 2012, farmers cultivated increased acreages in groundnuts due to high prices of groundnuts realized during 2011 trading season and thus a surplus harvest was witnessed.

- c. During the 2012 planting season, farmers produced more groundnut per acre than the previous year due to high returns realized for groundnuts in 2011. The farmers were on average able to produce an extra 1.680MT of groundnuts on their farms and earn an additional US\$630 per farmer from this increased production.
- d. Existing hibiscus farmers have doubled production areas allocated for hibiscus production.
- e. 19,909 producers have adopted new practices and tools introduced by the project. As a result, more than 1500 hibiscus farmers are producing in line with international standards.
- f. Training has been a critical input to raise production quality. 20 training sessions in aflatoxin management and extension services have been provided to 15,292 existing producers. Results achieved include, this year's hibiscus yield is expected to rise from 45 kg to 90 - 135 kg per farmer, and generate an added income of 500 – 800 SDG.
- g. A manual on aflatoxin management was produced and 3,000 copies disseminated to producers in North Darfur which increased project outreach threefold beyond training participants.

¹⁰⁵ Ibid pp 17 – 18..

- h. In-kind packages for groundnut, hibiscus and were distributed to 1,500 vulnerable hibiscus producers and 750 vulnerable groundnuts producers in *Allaeit* and *Daressalam* villages in North Darfur.¹⁰⁶
- i. Blacksmiths have been tasked to produce 250 animal ploughs, in 19.6 in North Darfur and 7 MT by MOA in South Darfur of improved groundnut seeds (*Ghebash*) and 180 kg of seed dressing (*Thiaram*) have been purchased and transported to *Allaeit* town. Inputs are thus ready for distribution to ensure planting is carried out in compliance with international production requirements.¹⁰⁷

Table (3.4): Output 4. Access to financial services and markets improved

Output indicators	2013 Targets	Progress against targets
# SME & producers accessing finance, supply and new marketing channels	1,000 micro-entrepreneurs (ME) access financial services, supply & marketing channels	<p>New markets have been opened for the sale of hibiscus (<i>Afri-Corp</i>, <i>Elie Group</i> and <i>Hassabo Trading</i>) and groundnuts (<i>Dal Group</i>, <i>Savola</i>, and <i>Organic Trade</i>) with private companies based in Khartoum for further export.</p> <p>Progress is moving slowly to gain access to financial services. This has been a struggle throughout Sudan for the last five years since launch of MF as poverty reduction strategy by the Government</p>

Source: UNDP Final report, USAID/Office of Foreign Disaster Assistance, 2013.

3.1.6 Key Activities and Results (Output 4):¹⁰⁸

The project developed Darfur Strategy to address the key problems barring access to MF for rural poor whom tend to be small and widely dispersed to microfinance which are: low outreach capacity of banks and use of traditional

¹⁰⁶ Ibid p 18.

¹⁰⁷ Loc. Cit.

¹⁰⁸ Ibid p 19

service approaches, which result in high transaction costs. The strategy is comprised of three main pillars: Community based Mediators’ Training to link banks with potential clients; stimulate the use of SMS and other innovations to reduce transaction costs; and design a sustainability strategy to continue to facilitate linkage between formal financial institutions and SMEs that will promote inclusive development and contribute to peace building.

Table (3.5): CBOs Capacity building:

Project Output 5: Capacity of 45 CBOs strengthened in accessing and managing collective bargaining activities, marketing, financial services, pro poor sector based policy advocacy, improved access to business arbitration, risk guarantee systems for their members		
Output indicators	2013 Targets	Progress against targets
# No of CBOs trained in NGO-management, business & financial skills, collective bargaining & quality control	1. 45 CBOs trained in NGO-management, business & financial skills, collective bargaining & quality control	Cumulative total: 47 CBOs trained in management, business financial skills, collective bargaining, etc.

Source: UNDP Final report, USAID/Office of Foreign Disaster Assistance, 2013.

3.1.7 Key Activities and Results (Output 5):

- 26 CBOs in *Katila* (South Darfur) trained in Marketing in Aflatoxin management and marketing of groundnuts and the CBOs participated in forward purchase agreement with DAL group.
- 2 CBOs in *Kubum* (South Darfur) trained in quality honey production and marketing.¹⁰⁹

3.1.8 Key Challenges and Lessons Learned:¹¹⁰

The main challenges that affected project activities throughout Darfur include widespread insecurity; limited basic services; damaged infrastructure including communications, roads, rails and transport infrastructure in general; distrust

¹⁰⁹ Loc. Cit..

¹¹⁰ Ibid p 21.

between ethnic communities; crop damage caused by nomads and distrust between nomads and farmers; weak governance structures and lack of legitimacy and effectiveness of the law in the eyes of *Darfurian* people; environmental degradation and vulnerability to climate change; and widespread displacement prolonged over several years, prompting new settlement patterns including rapid slum urbanization.

Lack of access to many parts of the five states impacts both delivery and monitoring capability. Lack of access is due to poor infrastructure, instability and access denial by authorities. There is continue coordination with UNAMID for escort services, but this remains a challenge given the reduced forces and increased targeting of UNAMID forces on patrol. Escort via national police is an alternative to UNAMID, which was not approved by UNDP Khartoum until recently. Efforts to secure standardized pricing for this service remains a challenge on which OCHA is working.

The Ministry of Finance is the main counterpart of UNDP and thus of the project. Coordination on the ground with the Humanitarian Aid Commission (HAC) and National Intelligence Security Service (NISS) for access permission is mandatory. Access has been denied by the authorities in the respective state capital on several occasions even after permission was granted from on the ground authorities. Three times access was denied to villages around *Mukjar* and *Bendisi*, Central Darfur before and after tribal clashes between the *Salamat* and *Misseriya*. Despite this the project carried out baseline assessments, new beekeepers registered as a producer association and training on bee handling protection methods implemented.¹¹¹

The project continues to work closely with national partners to implement, monitor and report activities in accordance with UNDP standards, in order to achieve project results despite challenges. This is both imperative for access, but is concurrently a challenge given the uneven capacity of national partners.

¹¹¹ Loc. Cit.

Considerable attention has been directed to capacity development of partners and communities (training in project management, community conflict assessment, aflatoxin management etc.) as well as coordination between partners (e.g. monthly IP coordination meetings) in order to improve project performance. The performance of state ministries tends to be low, turnover high and information is not shared between persons within the same unit or between units within the same ministry, rendering the inclination to focus on government entities as a core sustainability strategy imperfect. To mitigate the impact the project is investing concurrently in structures that stimulate and uphold a thriving market for capacity development such as producer associations and community based organizations alongside national NGOs; a strategy that must be discreet to achieve success.¹¹²

Transparency in the market is in short supply. Prices are dominated by traders or persons given a concentration of market power as a result of policy decisions that do favor of small producers.

Transparency has been introduced to some degree as a result of the Tufts Feinstein International Center Market Bulletin. This information is valuable to decision makers and UNDP should contribute to this effort both through funding the Tufts project implemented by Darfur Development and Rehabilitation Agency (DRA) and working to move the same to producers.

While access to credit is imperative for success in the value chain approach this has been a persistent problem in Sudan despite being a primary Government poverty reduction strategy. Banks have low outreach capacity and rely on traditional service approaches, which combined make it unviable to reach the poor due to high transaction costs. Darfur has added challenges due to the limited numbers of financial service providers, one for every 94,220 clients. The project developed Bridging the Gap as a Darfur strategy to address the problem. The strategy to address the barrier includes the following: Mediators

¹¹² Loc. Cit.

Training to educate and link financial service providers and clients; Test the use of SMS and other innovations to reduce transaction costs; Design a sustainability strategy that will continue to facilitate linkages between formal financial institutions and MSMEs that will promote inclusive development and contribute to peace building. The strategy will launch in November 2013 and promises to have wide ranging benefit to other programs and projects.

The absence of this component has hindered project achievement and should be built into any future projects.¹¹³

3.1.9 Other Challenges encountered and lessons learned:

- Local markets are not quality driven, therefore farmers prioritize price over quality. This is particularly apparent with groundnuts in which groundnuts low in aflatoxin are not rewarded yet with premium price. Binding purchase agreements between farmers and export companies that secure fair prices for farmers has been introduced to sustain the use of new agro practices. Prices above prevailing market prices will serve as an incentive for farmers to fully adopt new procedures. Market pricing is not transparent, which is corollary to this. Initiatives to increase transparency are under development including use of ICT and aflatoxin management and awareness.
- The movement of farmers from small villages to bigger villages seeking protection has resulted in the concentration of farmers affecting agricultural preparations and land use patterns.
- The project has successfully worked with and built the capacities of seven national NGOs and government units. The uneven capacity of national partners in technical skills, experience, financial resources, incentive and outreach has affected the timeline and results achieved. The best possible partners have been selected, but low capacities have stretched UNDP staff considerably to provide both technical expertise and basic capacity

¹¹³ Loc.cit.,

development. An alternative to the current approach of direct partnering with national NGOs may need to be considered and instead consider partnering with an international NGO for specific commodities across all states, which then subcontracts with national NGOs for direct implementation.¹¹⁴

This could also improve integration across states within commodities.

Though it will not address the core capacity issues of the state government.

- A broader vision of an IP needs to draw in the private sector to a much greater degree. This would include a focus on use of the private sector for capacity development activities and involvement in ongoing decision making. The Chambers of Commerce has agreed to be a member of the State technical Coordination Committees. UNDP should keep updated the economic actor mapping and capacity study which was conducted by UNDP in 2011 and use the study as a base to plan for economic actor capacity of project partners and stakeholders.¹¹⁵
- Security Situation & Access to Rural Areas: The security situation continued to be a major challenge in South Darfur. Access to rural areas and the “deep field” has not improved for international staff.
- Brokering activities: to ensure efficient networking with markets for the 4 value chains, there may be need for one-to-one contact meetings with buyers in Khartoum (or other markets if necessary and warranted). UNDP also have to coordinate national level stakeholders during the planning phases towards participation in Api-expo Africa 2012. This will require authorization for travel based on a scheduled work plan.¹¹⁶

3.1.10 Risks and mitigation measures:

The security situation in Darfur is tense and unpredictable. There are constant military movements of GOS troops and militias and daily security incidents the

¹¹⁴ Ibid p 22.

¹¹⁵ Loc. Cit.

¹¹⁶ UNDP (2012). South Darfur Honey Value Chain, progress report, p 10.

from targeted ambush of UNAMID troops on patrol clashes, inter-tribal clashes, banditry, carjacking and high jacking of fuel and consumer supplies on guarded convey form Khartoum. Incidents have been on the increase in the first six months of 2013. The on-going military operations, checkpoints, curfews, security clearances and internal UNDSS regulations affect all on-going operations in Darfur. Many rural areas are remote and difficult to access. Access is via helicopter to main towns and then by road. Access by road must be accompanied by a UNAMID or police escort. The security situation in Darfur does not permit direct implementation; the use of national partners is mandated by the government.

UNDP has maintained and expanded its presence since its re-establishment in Darfur in 2004, i.e. prior to and after deployment of UNAMID. The situation throughout the country is challenging, but there are also pockets of stability at present. West Darfur is calm and has remained so since rapprochement with Chad; While *Nyala* in South Darfur and area of Central Darfur have the most reported recent incidents. This is variable and requires constant attention of staff and observance of security regulations (curfew, daily radio check, restricted movement). The UNAMID mandate has recently been renewed; withdrawal of UNAMID may cause a security vacuum as could the wind down of troops as international priorities focus elsewhere e.g. Mali, Syria. Unless the security situation deteriorates to such an extent that evacuation of staff is warranted the Darfur Pro-Poor Value Chain Integration Project and other UNDP Livelihood projects will operate under the same constraints as those currently faced by the humanitarian/development community, i.e. continued hostilities and military activities; increased targeting of humanitarian staff and assets; and hostility towards the UN.¹¹⁷

¹¹⁷ Op. cit p 22.

3.1.11 Specific risks to the project:

- Security: The security situation and formal permit and permissions have had a major impact on the rate of implementation. Risks related to personal security and travel are mitigated by implementing projects through NGOs/CBOs and by contracting independent field monitors in the future.¹¹⁸
- Capacity of NGOs/CBOs: The capacity of national organizations is uneven and in some cases extremely weak. This requires considerable time devoted to capacity building on the part of all staff: program, finance, and administrative.
- Independence of NGOs – Only NGOs registered with the Government Humanitarian Aid Commission (HAC) may be granted authorization to work in Darfur and staff be given permits to travel to Darfur, which creates concerns about the independence of the NGOs. Additionally, there exist quite a few NGOs that are politically affiliated to the national Government. Drawing upon UNDP established network and knowledge of local NGOs, the Project conducts a capacity assessment of each potential partner and monitoring processes ensure sub-projects are implemented properly and for the proper beneficiaries. Extensive coordination with other international organisations helps mitigate the risks associated with NGO/CBO selection.
- Travel Permit and Movement Issues: Many NGOs in Darfur have difficulty obtaining and extending visas for their staff as well as obtaining government approval for movement of staff. UNDP has been affected by this in terms of the time required to obtain travel permits, especially for visitors, but in general UNDP staff working in Darfur have not had problems. Recently 20 UNHCR staffs working in North Darfur were denied visa extensions. Movement within Darfur requires patience and considerable coordination if one plans to move into the deep field due to the need for escort services as well as permission from HAC and NISS. This impacts program

¹¹⁸ Ibid p 23.

implementation in terms of the length of time required to organize and carry out activities, involvement of international staff in direct monitoring and benefit of external input into the program.¹¹⁹

3.1.12 Partnerships and Sustainability:

The project executed partnerships with five NGOS and two government ministries as principle implementing partners. In addition, the Ministry of Finance is the main counterpart ministry and chairs the Technical Coordination Committee in each state, a principle interagency coordination body. Key to the project is private sector involvement, which included four major companies.

Private sector partnerships were a key feature including outreach to Chambers of Commerce and four multinational companies, including *DAL Group*, *Elie Group*, *Hassabo Trading*, all headquartered in Khartoum, and *Afri-Corp*. These actors have helped in the identification of appropriate tools and production methods, and are potential partners for forward purchase agreements with farmers. Private sector financial partners have been identified to facilitate access to credit. These include the Social and Savings Development Bank and Agricultural Bank of Khartoum. The microfinance strategy drafted and consultation with potential partners is ongoing. Partnerships with state radio and TV stations have been forged for information dissemination, as well as with research corporations and universities.

The government continued as an active partner in the project. The Ministry of Finance serves as our main counterpart in each state and is the Chair of the State Technical Coordination Committee. The Ministries of Animal Resources and Agriculture are IPs and where they are not an IP they are actively involved. In some cases, an extension officer has been recruited from within the Ministry of Agriculture to support project implementation.

¹¹⁹ Loc. cit.

This has formalized the project's partnership with the government and is expected to improve the provision of extensions services substantially. South Darfur Ministry of Agriculture supported project achievement through the provision and distribution of 26.6MT of improved and drought resistant seed varieties.¹²⁰

Collaboration with UN entities is ongoing through participation in various forum including Area Humanitarian Country Team and Area Inter-sector Coordination, which now includes the UNDP lead Governance, Infrastructure and Early Recovery (GIER). UNAMID Civil Affairs has provided valuable training and support in the field in conflict analysis, exchange of information and will be working with UNDP on the Hides and Skins Advisory Group. Collaboration with WFP, UNICEF, FAO, and UNEP continued as well as collaboration with several international organizations, such as Practical Action.

The State technical Coordination Committees serves as a forum to facilitate achievement of project objectives through coordination and cooperation across UNDP Livelihoods program, relevant government and non-government institutions; and to enhance mutual accountability between UNDP, State ministries and other partners. Partners include relevant state ministries, universities, Darfur Regional Authority, Governor's office, representative IPs, Chamber of Commerce, and UNDP staffs. The body has proven to be useful in resolving issues of access to some extent and certainly in cross fertilization and support across ministries.¹²¹

¹²⁰ Ibid pp 23 – 24.

¹²¹ Ibid p 24.

Section (2): Data Analysis And Discussion of Hypothesis

3.2.1 Data Analysis:

In this section, the researcher will describe the method and procedures that have been followed in the implementation of this study, including a description of the study population and the sample, in addition to the method of preparation of its tool, as well as the process adopted for implementation, and the statistical handling, under which the data analyzed and the results extracted, also includes a specific section and a description of the study methodology.

First: the Study Population:

Intended study community is the entire group of elements that the researcher seeks to circulate the results related to the studied problem on them. The original study population consists of all the beneficiaries of UNDP projects, UNDP employees, People interested in development issues, staff of development departments in government institutions and non-governmental organizations (NGOs) working in the field of development.

The study sample was randomly taken from the study population, Where the researcher distributed a number of (105) questionnaires among the targeted study population. And (98) person responded, representing (93.3%) of the targeted group, whereas they returned the questionnaires after filling in all the required information.

Table (3.6): Distributed and Collected Questionnaires:

Distributed Questionnaires	Respondents	Response %
105	98	93.3

Source: Prepared by the researcher, from the field study, 2015.

To get as much as possible accurate results, the researcher was adhering to the diversity of the study sample in terms that it contained the following:

1. Individuals according to gender.

2. Individuals according to age.
3. Individuals according to Educational Qualification.
4. Individuals according to the work site
5. Individuals according to the years of experience.

Below is a description of the individuals of the study sample according to the above variables (characteristics of respondents):

A. Gender:

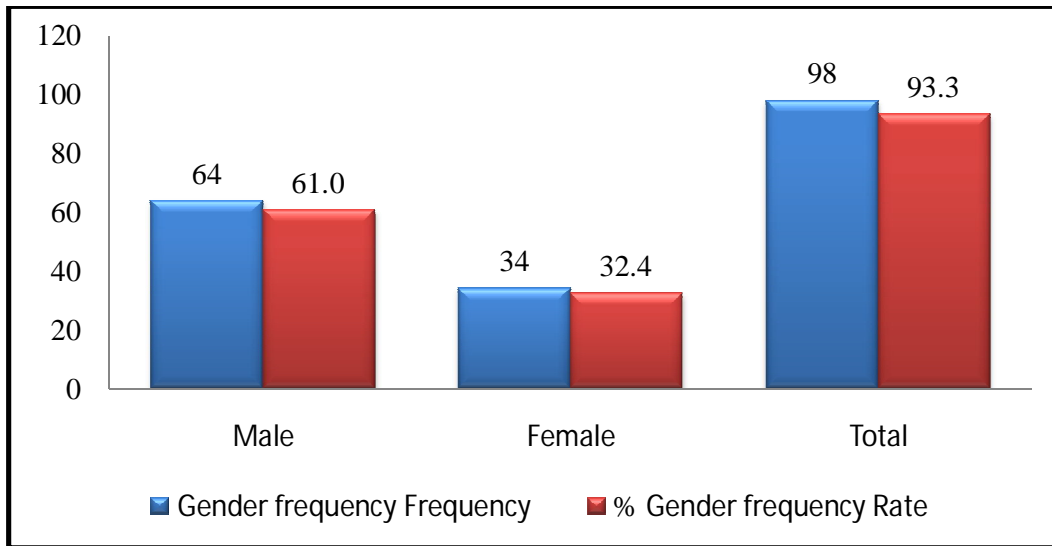
Frequency distribution to individuals of the study sample according to gender:

Table (3.7): Gender frequencies

Gender	Frequency	Rate %
Male	64	61.0
Female	34	32.4
Total	98	93.3

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.1): Gender frequencies



Source: Prepared by the researcher, from the field study, 2015.

From Table (3.7) and Figure (3.1) it is clear that the number of the questionnaire sample individuals, from males were (64) by (61%) and females were (34) by (32.4%) of the total respondents to the study.

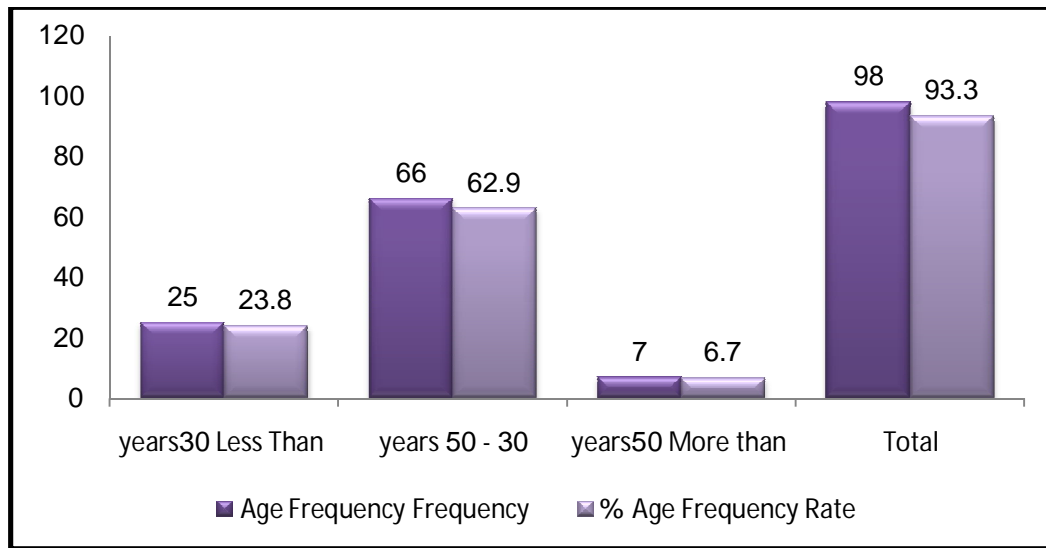
B. Age:

Table (3.8): Age Frequencies

Age	Frequency	Rate %
Less Than 30 years	25	23.8
30 - 50 years	66	62.9
More than 50 years	7	6.7
Total	98	93.3

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.2): Age Frequencies



Source: Prepared by the researcher, from the field study, 2015.

From Table (3.8) and Figure (3.2) it is clear that the number of the questionnaire sample individuals, from the age group (less than 30 years) were (25) by (23.8%) and from the age group (30 – 50 years) were (66) by (62.9%) and from the age group (more than 50 years) were (7) by (6.7%) of the total respondents to the study.

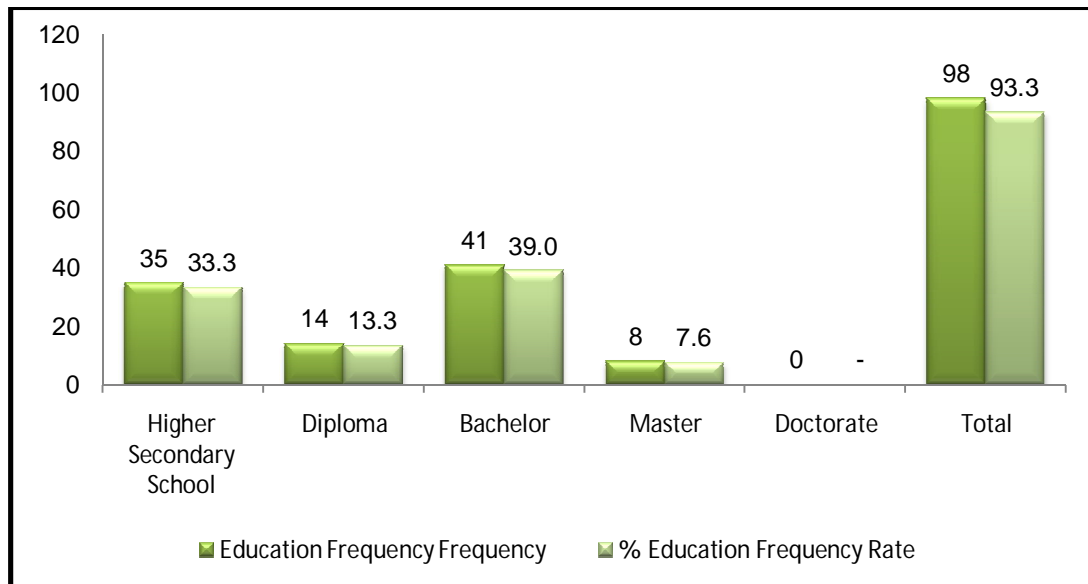
C. Educational Qualification:

Table (3.9): Education Frequencies

Educational Qualification	Frequency	Rate %
Higher Secondary School	35	33.3
Diploma	14	13.3
Bachelor	41	39.0
Master	8	7.6
Doctorate	0	-
Total	98	93.3

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.3): Education Frequencies



Source: Prepared by the researcher, from the field study, 2015.

From Table (3.9) and Figure (3.3) it is clear that the number of the questionnaire sample individuals, obtained higher secondary education were (35) by (33.3%), those who obtained diploma were (14) by (13.3%), while those who obtained bachelor degree were (41) by (39%) and those who obtained master degree were (8) by (7.6%) of the total respondents to the study, but no one obtained doctorate.

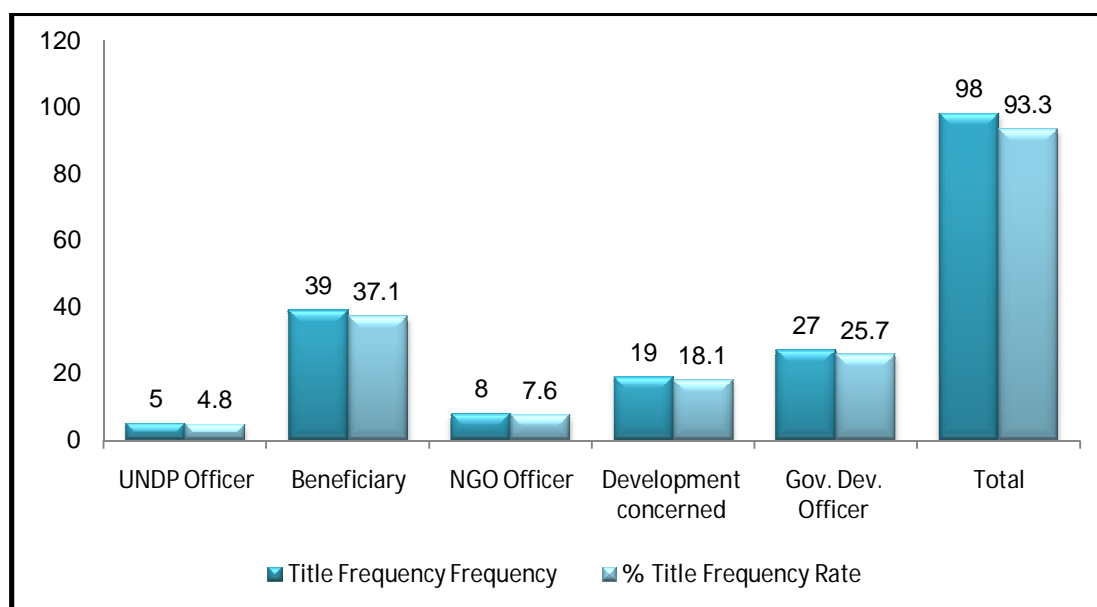
D. Title:

Table (3.10): Title Frequencies

Title	Frequency	Rate %
UNDP Officer	5	4.8
Beneficiary	39	37.1
NGO Officer	8	7.6
Development concerned	19	18.1
Gov. Dev. Officer	27	25.7
Total	98	93.3

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.4): Title Frequencies



Source: Prepared by the researcher, from the field study, 2015.

From Table (3.10) and Figure (3.4) it is clear that the number of the questionnaire sample individuals, from UNDP officers were (5) by (4.8%), from beneficiaries (39) by (37.1%), from NGOs (8) by (7.6%), from development concerned persons (19) by (18.1%), and from the government development officers were (27) by (25.7%) of the total respondents to the study.

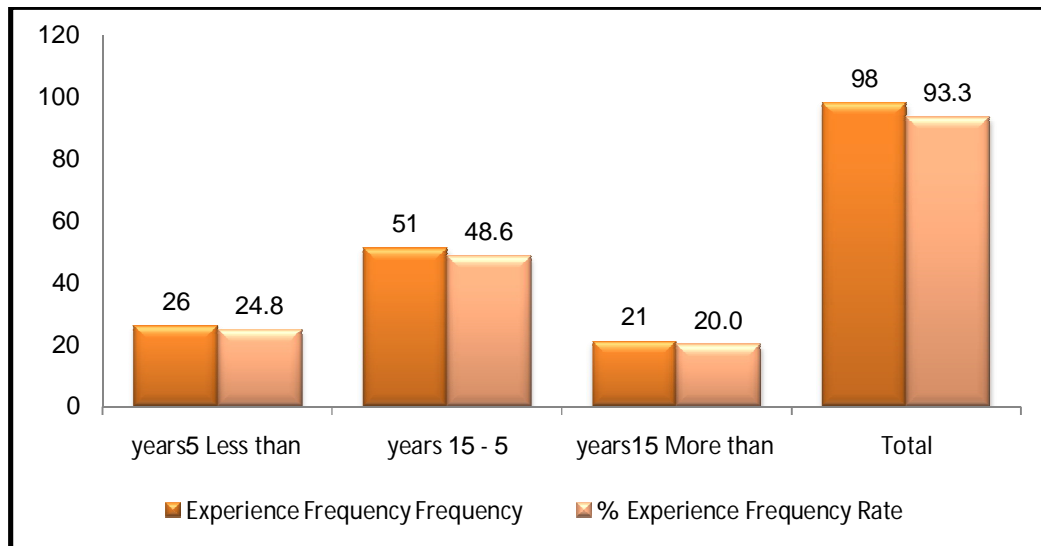
E. Experience:

Table (3.11): Experience Frequencies

Experience	Frequency	Rate %
Less than 5 years	26	24.8
5 - 15 years	51	48.6
More than 15 years	21	20.0
Total	98	93.3

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.5): Experience Frequencies



Source: Prepared by the researcher, from the field study, 2015.

From Table (3.11) and Figure (3.5) it is clear that the number of the questionnaire sample individuals, having experience for (less than 5 years) were (26) by (24.8%), those having experience for (5 – 15 years) were (51) by (48.6%) and those having experience for (more than 15 years) were (21) by (20%) of the total respondents to the study.

Second: The Study Tool:

The researcher has been relying on the questionnaire as a key tool to collect information from the study sample, considering that the questionnaire has several advantages, including:

1. Can be applied to obtain information on the number of individuals.
2. The low cost and ease of application.
3. Ease of choosing the questionnaire questions, and determine expressions and words.
4. Saves the respondent's time and gives him an opportunity to think.

A. Questionnaire Description:

A letter to the respondents was attached to the questionnaire to enlighten the subject, the aim, and the purpose of the questionnaire. The questionnaire contained two main sections:

Section I: Contains the personal data of the study sample individuals, as this part contains data on gender, age, educational qualification, work site, and years of experience.

Section II: This section contains (4) hypothesis, have been divided into (15) expressions in three hubs, the study sample individuals requested to determine their response on what each expression describes according to Likert scale gradient, which consists of five levels. These expressions have been distributed among the three hubs of the study as follows:

- The first hub contains five expressions.
- The second hub contains five expressions.
- As well as the third hub which also contains five expressions.

There is an additional fourth hub, which contains five projects required to be arranged on the basis of priority and importance.

Third: the Statistical Methods Used:

To achieve the objectives of the study and to verify hypotheses, the following

statistical methods were used:

1. Frequency distribution of the answers.
2. Percentages.
3. The arithmetic mean.
4. The standard deviation.
5. Chi-square test for significance differences between the answers.

For accurate results as far as possible, the researcher used statistical program (SPSS), which stands for "Statistical Package for Social Sciences".

Fourth: Test of Hypotheses Validity:

To answer the questions of the study, and verify the hypotheses, The arithmetic mean would be calculated for each expression shows views of the study sample individuals in the questionnaire, where:

1. (5) degrees were given as a weight for each answer of "strongly agree"
2. (4) degrees were given as a weight for each answer of "agree"
3. (3) degrees were given as a weight for each answer of "Ambivalent"
4. (2) degrees were given as a weight for each answer of "Disagree."
5. (1) degree was given as a weight for each answer of "strongly disagree."

$$\bar{X} = \frac{\sum_{i=1}^{i=n} X_i}{n} \quad (\text{The mean for the expressions weights})$$
$$= \frac{5 + 4 + 3 + 2 + 1}{5} = \frac{15}{5} = \underline{\underline{3}}$$

To find out the direction of the response, the arithmetic mean would be calculated. Since the responses are one of five choices (1,2,3,4,5) which limits among four distances, therefore the length of the period used here is (4/5), or about 0.80, where:

1. weight (1) takes the value of the mean in the range (0.00 - 0.79).
2. Weight (2) takes the value of the mean in the range (0.80 - 1.59).
3. Weight (3) takes the value of the mean in the range (1.60 - 2.39).
4. Weight (4) takes the value of the mean in the range (2.40 - 3.19).
5. Weight (5) takes the value of the mean in the range (3.20 - 4.00).

All of the foregoing, and according to the statistical analysis of the requirements is aiming to convert nominal variables to quantitative variables, and then use chi-square test to determine significance of differences in the study sample answers to every hypothesis expression.

$$X^2 = \sum_{i=1}^m \frac{(O_i - E_i)^2}{E_i}$$

Here,

O = Observed frequency

E = Expected frequency

\sum = Summation

X^2 = Chi Square value

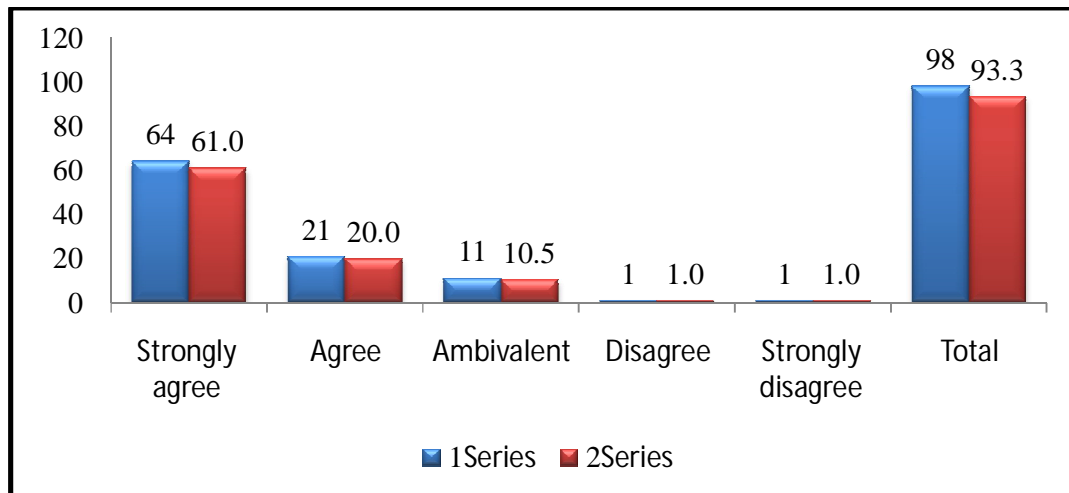
Fifth: View and Discussion of the Expressions Results:

Table (3.12): Frequencies of the first expression's answer in the first hub

Expression	Strongly agree	Agree	Ambivalent	Disagree	Strongly disagree	Total
Area Development Schemes carried out by the UNDP in five regions in Sudan, which including South Darfur Development Scheme - Iddelfursan, was of many benefits in the field of development.	64	21	11	1	1	98
	61.0%	20.0%	10.5%	1.0%	1.0%	93.3%

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.6): Frequencies of the first expression's answer in the first hub



Source: Prepared by the researcher, from the field study, 2015.

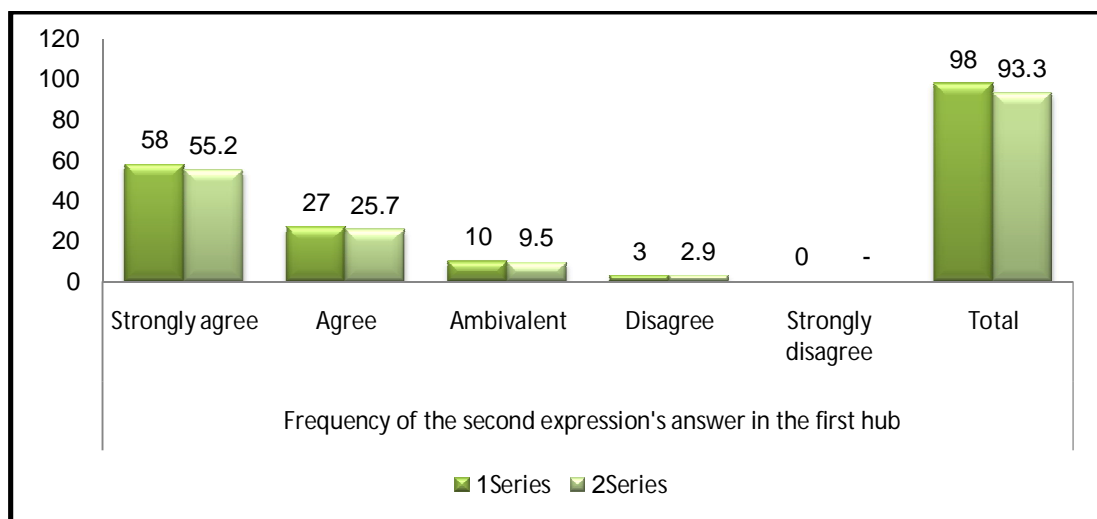
From Table (3.12) and Figure (3.6) it is clear that the number of the questionnaire sample individuals, who strongly agree that, Area Development Schemes carried out by the United Nations Development Programme in five regions in Sudan, which including South Darfur Development Scheme - *Iddelfursan*, was of many benefits in the field of development, were (64) by (61%), those who agree were (21) by (20%), while ambivalent were (11) by (10.5%), who disagree was (1) by (1%), and who strongly disagree was (1) by (1%) of the total respondents to the study.

Table (3.13): Frequencies of the second expression's answer in the first hub

Expression	Strongly agree	Agree	Ambivalent	Disagree	Strongly disagree	Total
Training and capacity building programs carried out by the UNDP for displaced people in South Darfur, contributed to facilitate livelihoods and reduce unemployment and poverty among displaced families for relatively self-reliance.	58	27	10	3	0	98
	55.2%	25.7%	9.5%	2.9%	-	93.3%

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.7): Frequencies of the second expression's answer in the first hub



Source: Prepared by the researcher, from the field study, 2015.

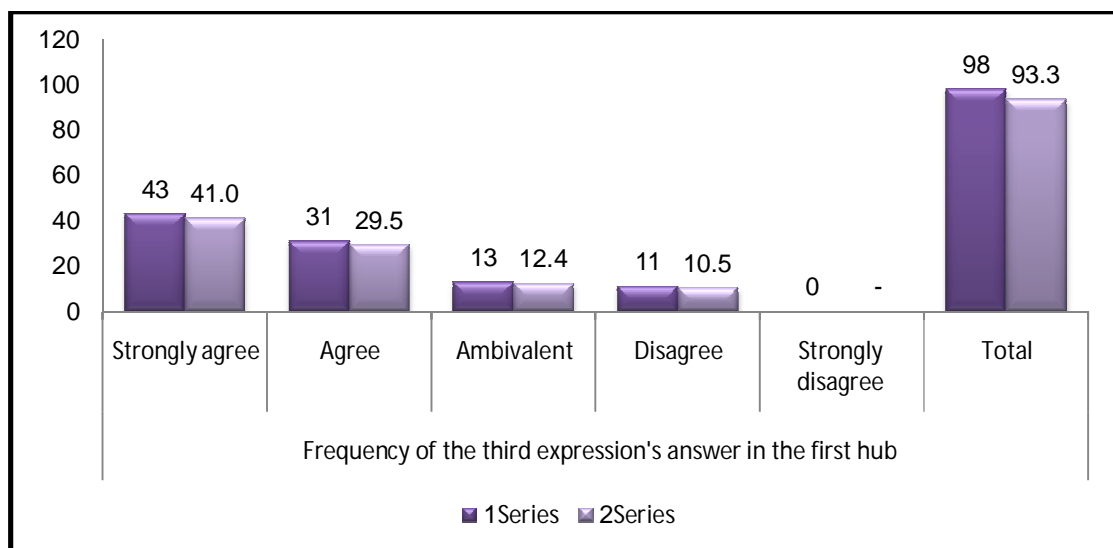
From Table (3.13) and Figure (3.7) it is clear that the number of the questionnaire sample individuals, who strongly agree that, Training and capacity building programs carried out by the United Nations Development Programme for displaced people in South Darfur, contributed to facilitate livelihoods, and reduce unemployment, and poverty among displaced families for relatively self-reliance, were (58) by (55.2%), those who agree were (27) by (25.7%), while ambivalent were (10) by (9.5%), those who disagree were (3) by (2.9%), and no one of the total respondents to the study, strongly disagree.

Table (3.14): Frequencies of the third expression's answer in the first hub

Expression	Strongly agree	Agree	Ambivalent	Disagree	Strongly disagree	Total
Training programs carried out by the United Nations Development Programme during the period of early recovery in South Darfur State to build the capacity of producers and increase production and productivity in the field of honey, hibiscus and peanuts, has achieved the expected goals.	43	31	13	11	0	98
	41.0%	29.5%	12.4%	10.5%	-	93.3%

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.8): Frequencies of the third expression's answer in the first hub



Source: Prepared by the researcher, from the field study, 2015.

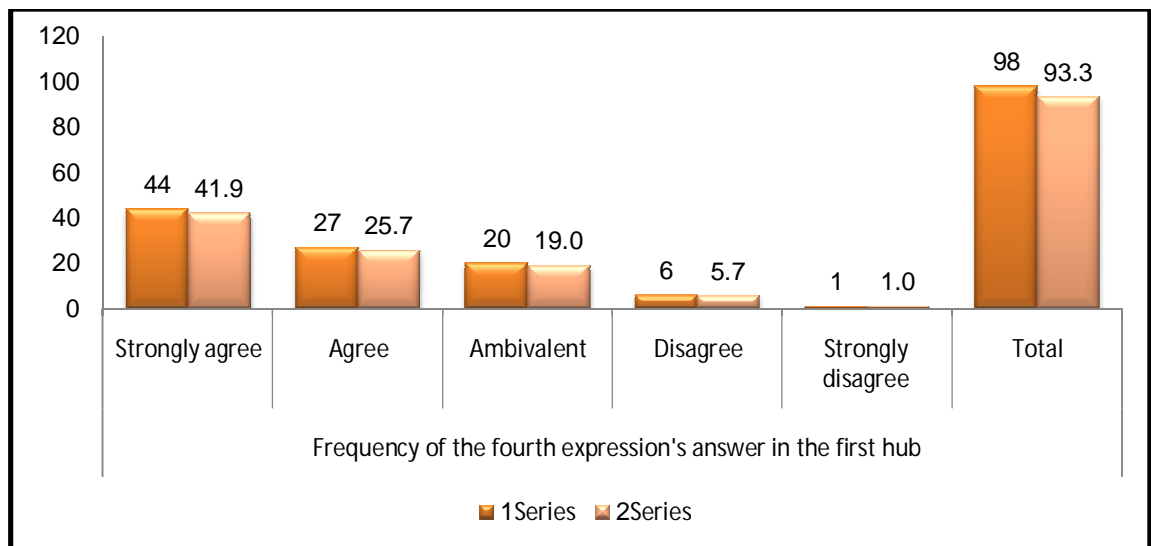
From Table (3.14) and Figure (3.8) it is clear that the number of the questionnaire sample individuals, who strongly agree that, Training programs carried out by the United Nations Development Programme during the period of early recovery in South Darfur State to build the capacity of producers, and increase production and productivity in the field of honey, hibiscus and peanuts, has achieved the expected goals, were (43) by (41%), those who agree were (31) by (29.5%), while ambivalent were (13) by (12.4%), those who disagree were (11) by (10.5%), and no one of the total respondents to the study, strongly disagree.

Table (3.15): Frequencies of the fourth expression's answer in the first hub

Expression	Strongly agree	Agree	Ambivalent	Disagree	Strongly disagree	Total
The United Nations Development Programme, successfully Performed development supporting projects during the period of early recovery in South Darfur	44	27	20	6	1	98
	41.9%	25.7%	19.0%	5.7%	1.0%	93.3%

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.9): Frequencies of the fourth expression's answer in the first hub



Source: Prepared by the researcher, from the field study, 2015.

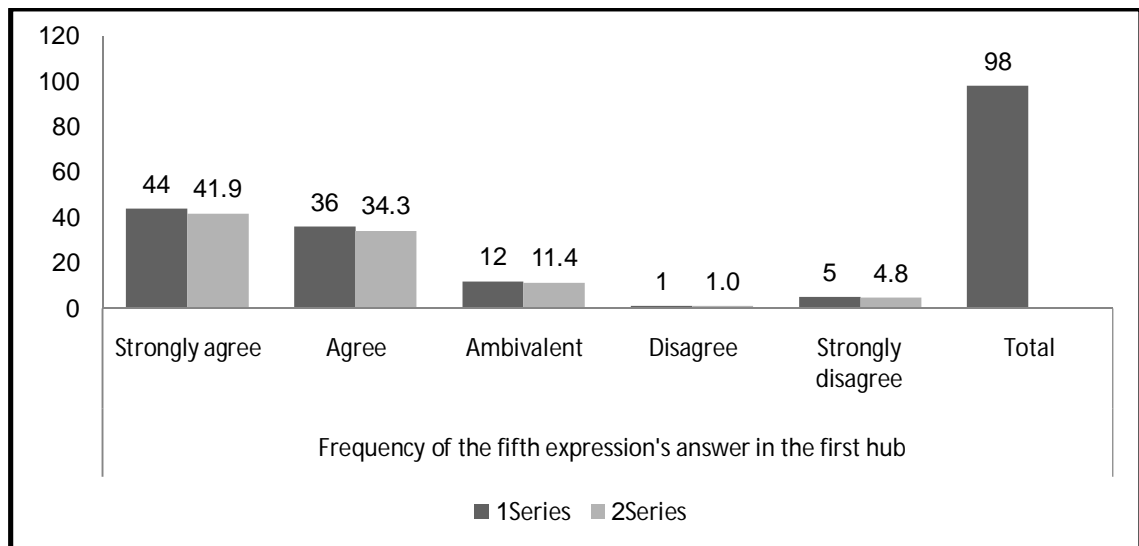
From Table (3.15) and Figure (3.9) it is clear that the number of the questionnaire sample individuals, who strongly agree that, The United Nations Development Programme, successfully Performed development supporting projects during the period of early recovery in South Darfur , were (44) by (41.9%), those who agree were (27) by (25.7%), while ambivalent were (20) by (19%), those who disagree were (6) by (5.7%), and only one (1) by (1%) of the total respondents to the study, strongly disagree.

Table (3.16): Frequencies of the fifth expression's answer in the first hub

Expression	Strongly agree	Agree	Ambivalent	Disagree	Strongly disagree	Total
The United Nations Development Programme, which targeted the more neglected aspects of development in South Darfur State, helped on success of the programs, and contributed to capacity building of employees and beneficiaries.	44	36	12	1	5	98
	41.9%	34.3%	11.4%	1.0%	4.8%	93.3%

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.10): Frequencies of the fifth expression's answer in the first hub



Source: Prepared by the researcher, from the field study, 2015.

From Table (3.16) and Figure (3.10) it is clear that the number of the questionnaire sample individuals, who strongly agree that, The United Nations Development Programme, which targeted the more neglected aspects of development in South Darfur State, helped on success of the programs, and contributed to capacity building of employees and beneficiaries, were (44) by (41.9%), those who agree were (36) by (34.3.7%), while ambivalent were (12) by (11.4%), those who disagree were (1) by (1%), and (5) by (4.8%) of the total respondents to the study, were strongly disagree.

Table (3.17): Mean, Standard Deviation, Degree of Freedom, and Sig. for Chi Square test results, to specify the respondent's trend on hub (1):

Expression	Mean	Std. Deviation	χ^2	DF	Asymp. Sig.
Area Development Schemes carried out by the United Nations Development Programme in five regions in Sudan, which including South Darfur Development Scheme - Iddelfursan, was of many benefits in the field of development.	4.49	0.81	139.76	4	.000
Training and capacity building programs carried out by the UNDP for displaced people in South Darfur, contributed to facilitate livelihoods and reduce unemployment and poverty among displaced families for relatively self-reliance.	4.43	0.79	073.51	3	.000
Training programs carried out by the UNDP during the period of early recovery in South Darfur State to build the capacity of producers and increase production and productivity in the field of honey, hibiscus and peanuts, has achieved the expected goals.	4.08	1.01	028.53	3	.000
The UNDP, successfully Performed development supporting projects during the period of early recovery in South Darfur	4.09	0.99	060.25	4	.000
The UNDP which targeted the more neglected aspects of development in South Darfur State, helped on the success of the programs, and contributed to capacity building of employees and beneficiaries.	4.15	1.02	075.57	4	.000

Source: Prepared by the researcher, from the field study, 2015.

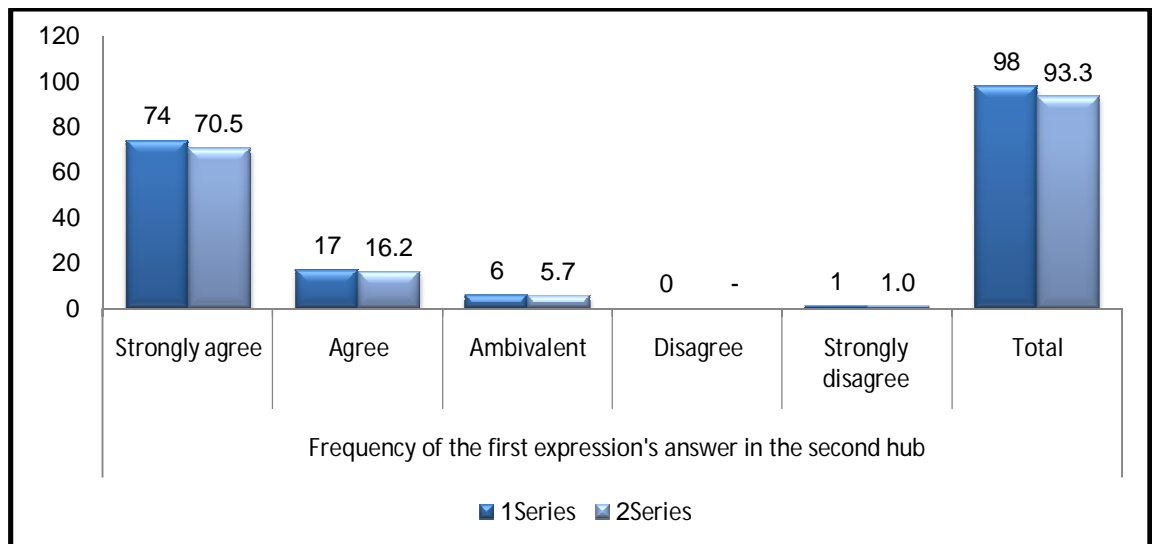
from the table (3.17) it's clear that the arithmetic mean of all expressions in hub (1), is greater than the arithmetic mean of the weights of the study sample answers (3), This indicates that the answers are going in a positive direction (confirm the expressions). However the standard deviation of these expressions ranged between (0.79 – 1.02) this refers to the similarity of the respondents answers. From Chi-Square test carried out on the data, the potential values of all expressions are less than the 0.05 ($p < 0.0005$), so we conclude that: there are statistically significant differences in favor of those who strongly agree, it is unlikely that the variables are independent. From the above it can be said that: The projects that have been implemented by the United Nations Development Programme, contributed to Development support in South Darfur State.

Table (3.18): Frequencies of the first expression's answer in the second hub

Expression	Strongly agree	Agree	Ambivalent	Disagree	Strongly disagree	Total
The difficulty of reaching a comprehensive peace and security in South Darfur is one of the biggest threats to development in the State.	74	17	6	0	1	98
	70.5%	16.2%	5.7%	-	1.0%	93.3%

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.11): Frequencies of the first expression's answer in the second hub



Source: Prepared by the researcher, from the field study, 2015.

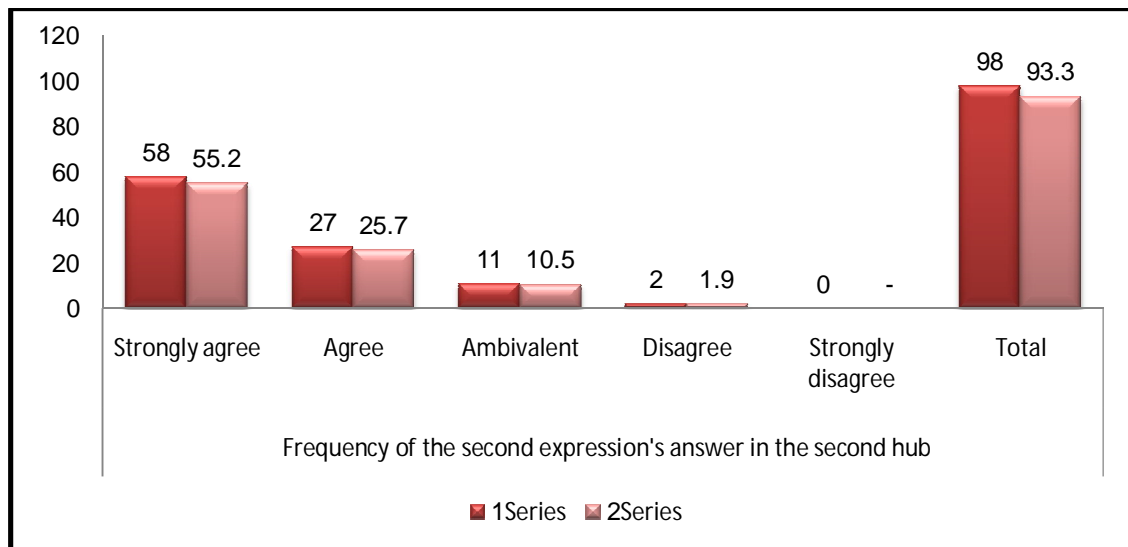
From Table (3.18) and Figure (3.11) it is clear that the number of the questionnaire sample individuals, who strongly agree that, The difficulty of reaching a comprehensive peace and security in South Darfur, is one of the biggest threats to development in the State, were (74) by (70.5%), those who agree were (17) by (16.2%), while ambivalent were (6) by (5.7%), no one disagree, and only one (1) by (1%) of the total respondents to the study, strongly disagree.

Table (3.19): Frequencies of the second expression's answer in the second hub

Expression	Strongly agree	Agree	Ambivalent	Disagree	Strongly disagree	Total
Great neglect which hits development and preoccupation with the war in addition to absence of strategies, make identification of development priorities difficult for the United Nations Development Programme.	58	27	11	2	0	98
	55.2%	25.7%	10.5%	1.9%	-	93.3%

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.12): Frequencies of the second expression's answer in the second hub



Source: Prepared by the researcher, from the field study, 2015.

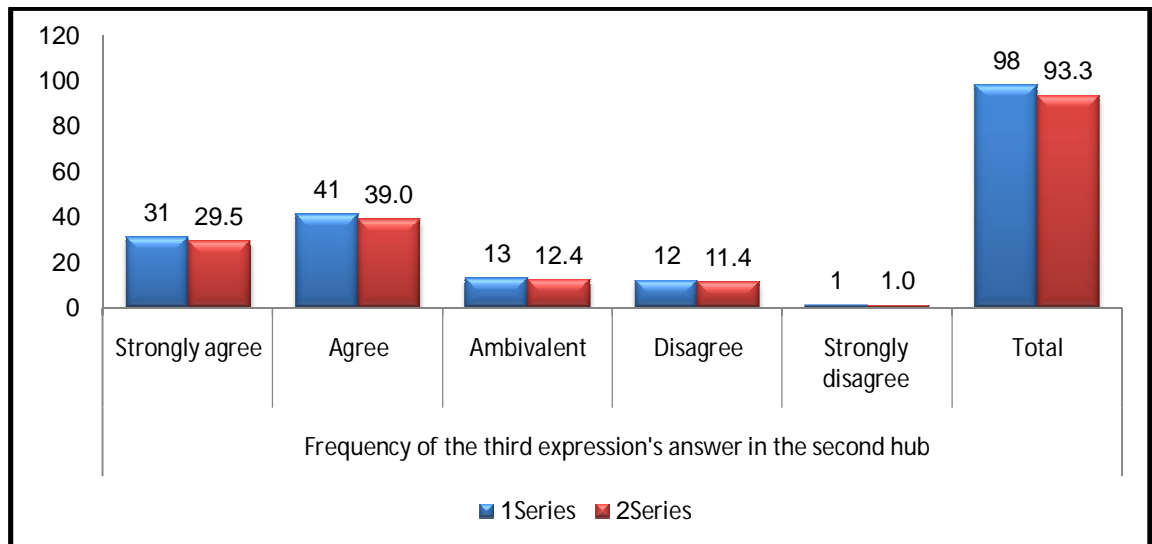
From Table (3.19) and Figure (3.12) it is clear that the number of the questionnaire sample individuals, who strongly agree that, The great neglect which hits development and preoccupation with the war in addition to absence of strategies, make identification of development priorities difficult for the United Nations Development Programme, were (58) by (55.2%), those who agree were (27) by (25.7%), while ambivalent were (11) by (10.5%), only two (2) by (1.9%), disagree, and no one of the total respondents to the study, strongly disagree.

Table (3.20): Frequencies of the third expression's answer in the second hub

Expression	Strongly agree	Agree	Ambivalent	Disagree	Strongly disagree	Total
The negative perspective towards the projects and programs implemented by the United Nations agencies and international non-governmental organizations, reduces the response ratio to these programs and projects.	31	41	13	12	1	98
	29.5%	39.0%	12.4%	11.4%	1.0%	93.3%

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.13): Frequencies of the third expression's answer in the second hub



Source: Prepared by the researcher, from the field study, 2015.

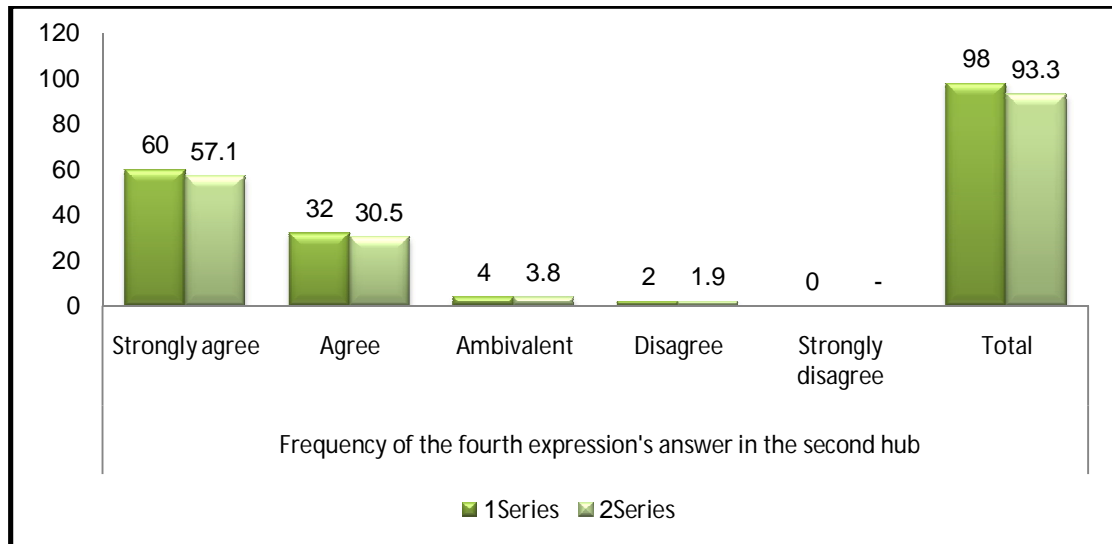
From Table (3.20) and Figure (3.13) it is clear that the number of the questionnaire sample individuals, who strongly agree that, The negative perspective towards the projects and programs implemented by the United Nations agencies and international non-governmental organizations, reduces the response ratio to these programs and projects, were (31) by (29.5%), those who agree were (41) by (39%), while ambivalent were (13) by (12.4%), those who disagree were (12) by (11.4%), and only (1) by (1%) of the total respondents to the study, strongly disagree.

Table (3.21): Frequencies of the fourth expression's answer in the second hub

Expression	Strongly agree	Agree	Ambivalent	Disagree	Strongly disagree	Total
Weak capacity and lack of training, among the beneficiaries, constitute an additional burden facing the United Nations Development Programme.	60	32	4	2	0	98
	57.1%	30.5%	3.8%	1.9%	-	93.3%

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.14): Frequencies of the fourth expression's answer in the second hub



Source: Prepared by the researcher, from the field study, 2015.

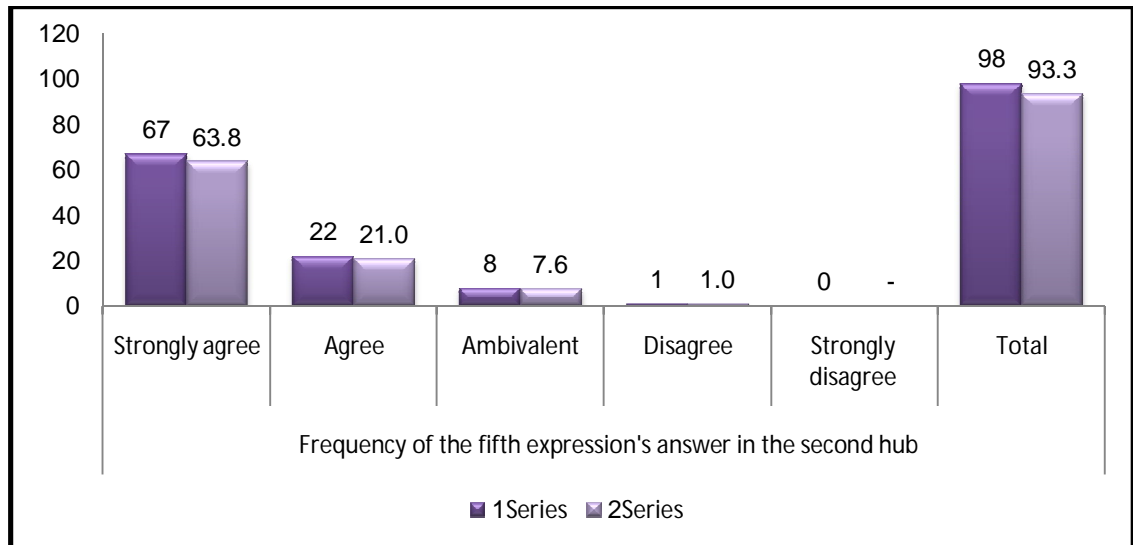
From Table (3.21) and Figure (3.14) it is clear that the number of the questionnaire sample individuals, who strongly agree that, the weak capacity and lack of training among the beneficiaries, constitute an additional burden facing the United Nations Development Programme, were (60) by (57.1%), those who agree were (32) by (30.5%), while ambivalent were (4) by (3.8%), those who disagree were (2) by (1.9%), and no one of the total respondents to the study, strongly disagree.

Table (3.22): Frequencies of the fifth expression's answer in the second hub

Expression	Strongly agree	Agree	Ambivalent	Disagree	Strongly disagree	Total
The large decline in the level of infrastructure and the difficulty of moving within South Darfur State, cause a lot of wasted time.	67	22	8	1	0	98
	63.8%	21.0%	7.6%	1.0%	-	93.3%

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.15): Frequencies of the fifth expression's answer in the second hub



Source: Prepared by the researcher, from the field study, 2015.

From Table (3.22) and Figure (3.15) it is clear that the number of the questionnaire sample individuals, who strongly agree that, The large decline in the level of infrastructure and the difficulty of moving within South Darfur

State, cause a lot of wasted time, were (67) by (63.8%), those who agree were (22) by (21%), while ambivalent were (8) by (7.6%), who disagree was (1) by (1%), and no one of the total respondents to the study, strongly disagree.

Table (3.23): Mean, Standard Deviation, Degree of Freedom, and Sig. for Chi Square test results, to specify the respondent's trend on hub (2):

Expression	Mean	Std. Deviation	χ^2	DF	Asymp. Sig.
The difficulty of reaching a comprehensive peace and security in South Darfur is one of the biggest threats to development in the State.	4.66	0.68	138.81	3	.000
Great neglect which hits development and preoccupation with the war in addition to absence of strategies, make identification of development priorities difficult for the United Nations Development Programme.	4.44	0.77	074.16	3	.000
The negative perspective towards the projects and programs implemented by the United Nations agencies and international non-governmental organizations reduces the response ratio to these programs and projects.	3.91	1.01	052.82	4	.000
Weak capacity and lack of training, among the beneficiaries, constitute an additional burden facing the United Nations Development Programme.	4.53	0.67	091.55	3	.000
The large decline in the level of infrastructure and the difficulty of moving within South Darfur State, cause a lot of wasted time.	4.58	0.68	107.63	3	.000

Source: Prepared by the researcher, from the field study, 2015.

from the table (3.23) it's clear that the arithmetic mean of all expressions in hub (2), is greater than the arithmetic mean of the weights of the study sample answers (3), This indicates that the answers are going in a positive direction

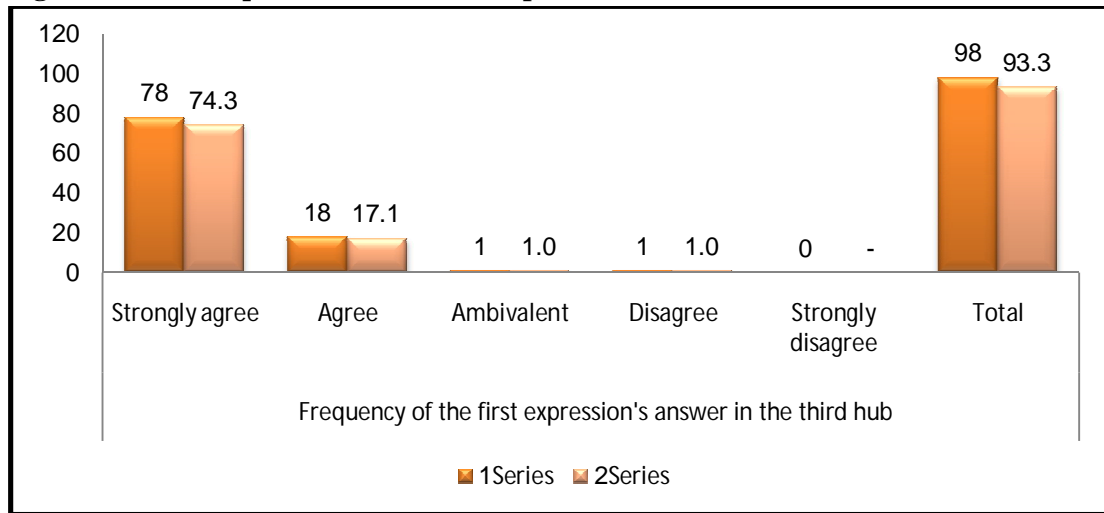
(confirm the expressions). However the standard deviation of these expressions ranged between (0.67 – 1.01) this refers to the similarity of the respondents answers. From Chi-Square test carried out on the data, the potential values of all expressions are less than the 0.05 ($p < 0.0005$), so we conclude that: there are statistically significant differences in favor of those who strongly agree, it is unlikely that the variables are independent. From the above it can be said that: The projects and programs implemented by the United Nations Development Programme in South Darfur State are facing some problems that hinder the implementation process.

Table (3.24): Frequencies of the first expression's answer in the third hub

Expression	Strongly agree	Agree	Ambivalent	Disagree	Strongly disagree	Total
UNDP projects which aimed at training, capacity building, reduction of unemployment, and poverty alleviation, are some of the required development projects at the current stage.	78	18	1	1	0	98
	74.3%	17.1%	1.0%	1.0%	-	93.3%

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.16): Frequencies of the first expression's answer in the third hub



Source: Prepared by the researcher, from the field study, 2015.

From Table (3.24) and Figure (3.16) it is clear that the number of the questionnaire sample individuals, who strongly agree that, UNDP projects

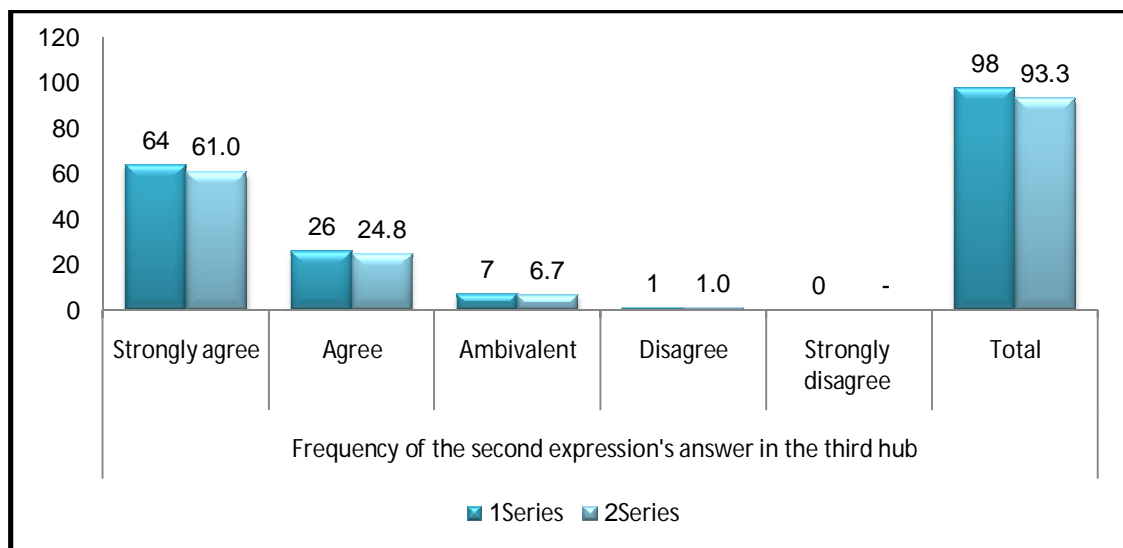
which aimed at training, capacity building, reduction of unemployment, and poverty alleviation, are some of the required development projects at the current stage, were (78) by (74.3%), those who agree were (18) by (17.1%), while ambivalent was (1) by (1%), who disagree was (1) by (1%), and no one of the total respondents to the study, strongly disagree.

Table (3.25): Frequencies of the second expression's answer in the third hub

Expression	Strongly agree	Agree	Ambivalent	Disagree	Strongly disagree	Total
Throughout the State of South Darfur affected by the war, in addition to deterioration of the development situation, as well as the widespread of unemployment and high poverty rate, the number of projects that target a large number of beneficiaries should be increased.	64	26	7	1	0	98
	61.0%	24.8%	6.7%	1.0%	-	93.3%

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.17): Frequencies of the second expression's answer in the third hub



Source: Prepared by the researcher, from the field study, 2015.

From Table (3.25) and Figure (3.17) it is clear that the number of the questionnaire sample individuals, who strongly agree that, Throughout the

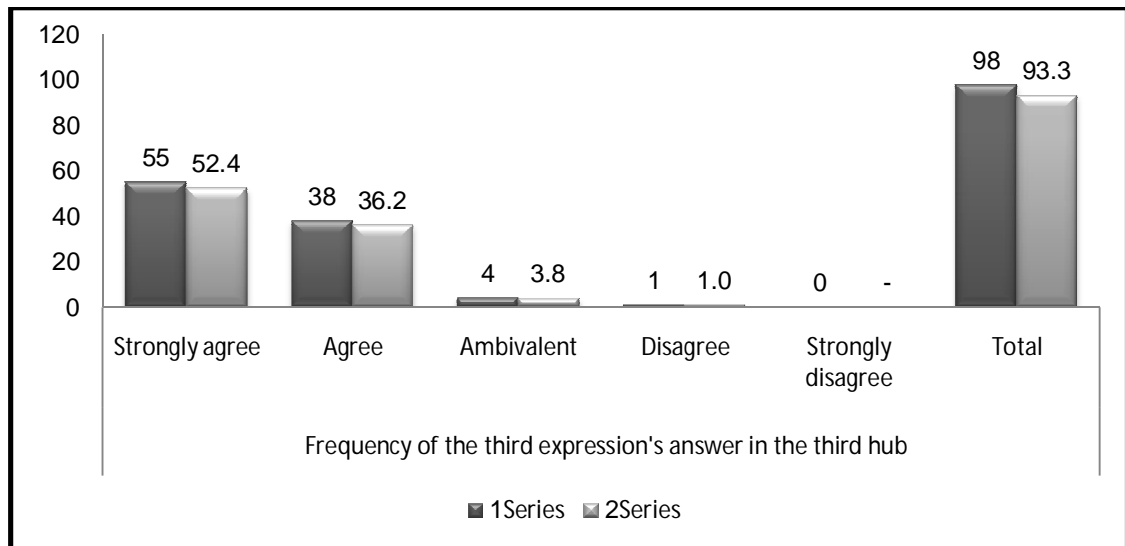
State of South Darfur affected by the war, in addition to deterioration of the development situation, as well as the widespread of unemployment and high poverty rate, the number of projects that target a large number of beneficiaries should be increased, were (64) by (61%), those who agree were (26) by (24.8%), while ambivalent were (7) by (6.7%), who disagree was (1) by (1%), and no one of the total respondents to the study, strongly disagree.

Table (3.26): Frequencies of the third expression's answer in the third hub

Expression	Strongly agree	Agree	Ambivalent	Disagree	Strongly disagree	Total
Increasing the number of quick-impact development projects convinces beneficiaries and prompts them to respond to these projects.	55	38	4	1	0	98
	52.4%	36.2%	3.8%	1.0%	-	93.3%

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.18): Frequencies of the third expression's answer in the third hub



Source: Prepared by the researcher, from the field study, 2015.

From Table (3.26) and Figure (3.18) it is clear that the number of the questionnaire sample individuals, who strongly agree that, Increasing the number of quick-impact development projects, convinces beneficiaries and

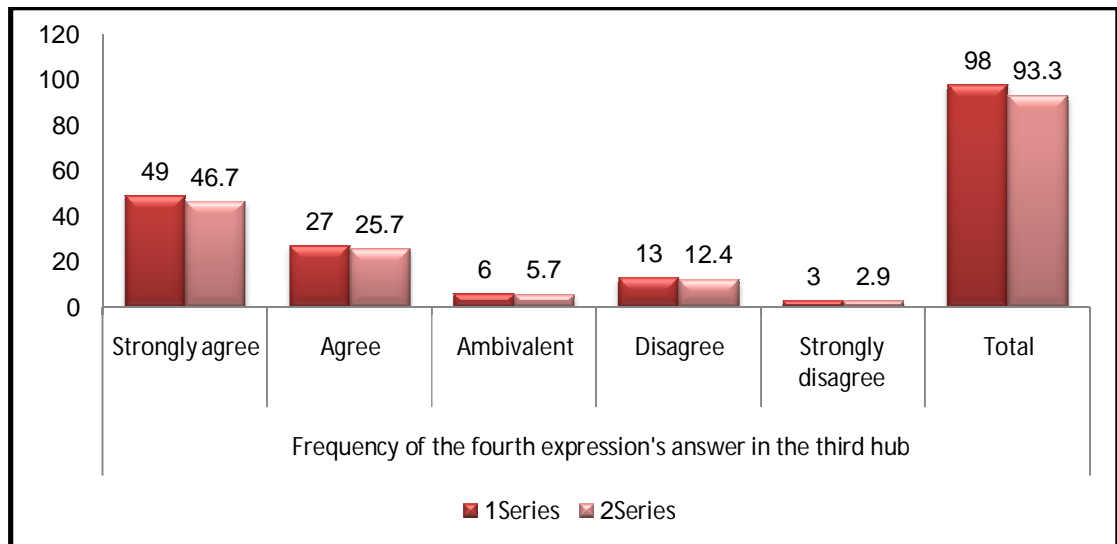
prompts them to respond to these projects, were (55) by (52.4%), those who agree were (38) by (36.2%), while ambivalent were (4) by (3.8%), who disagree was (1) by (1%), and no one of the total respondents to the study, strongly disagree.

Table (3.27): Frequencies of the fourth expression's answer in the third hub

Expression	Strongly agree	Agree	Ambivalent	Disagree	Strongly disagree	Total
Increment of the number of development projects that target the main activities of the State's population, such as agriculture (animal and plant), an industry that relies on local products, directly support the development.	49	27	6	13	3	98
	46.7%	25.7%	5.7%	12.4%	2.9%	93.3%

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.19): Frequencies of the fourth expression's answer in the third hub



Source: Prepared by the researcher, from the field study, 2015.

From Table (3.27) and Figure (3.19) it is clear that the number of the questionnaire sample individuals, who strongly agree that, Increment of the

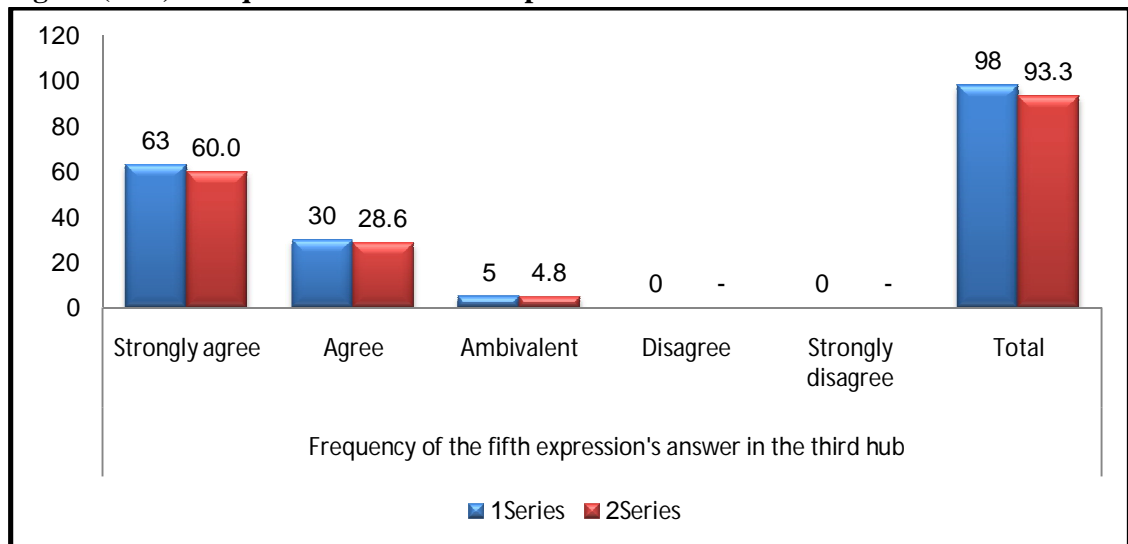
number of development projects that target the main activities of the State's population, such as agriculture (animal and plant), an industry that relies on local products, directly affect the development, were (49) by (46.7%), those who agree were (27) by (25.7%), while ambivalent were (6) by (5.7%), those who disagree were (13) by (12.4%), and (3) by (2.9) of the total respondents to the study, strongly disagree.

Table (3.28): Frequencies of the fifth expression's answer in the third hub

Expression	Strongly agree	Agree	Ambivalent	Disagree	Strongly disagree	Total
Monitoring and evaluation of development projects carried out by the United Nations Development Programme in South Darfur State with rectification and ensure of continuity may support development.	63	30	5	0	0	98
	60.0%	28.6%	4.8%	-	-	93.3%

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.20): Frequencies of the fifth expression's answer in the third hub



Source: Prepared by the researcher, from the field study, 2015.

From Table (3.28) and Figure (3.20) it is clear that the number of the questionnaire sample individuals, who strongly agree that, Monitoring and evaluation of development projects carried out by the United Nations Development Programme in South Darfur State with rectification and ensure of continuity, may support development, were (63) by (60%), those who agree were (30) by (28.6%), while

ambivalent were (5) by (4.8%), no one disagree, and none of the total respondents to the study, strongly disagree.

Table (3.29): Mean, Standard Deviation, Degree of Freedom, and Sig. for Chi Square test results, to specify the respondent's trend on hub (3):

Expression	Mean	Std. Deviation	χ^2	DF	Asymp. Sig.
UNDP projects aimed at training, capacity building, reduction of unemployment and poverty alleviation, are some of the required development projects at current stage.	4.76	0.51	163.63	3	.000
Throughout the State of South Darfur affected by the war, in addition to deterioration of the development situation, as well as the widespread of unemployment and high poverty rate, the number of projects that target a large number of beneficiaries should be increased.	4.56	0.67	098.82	3	.000
Increasing the number of quick-impact development projects, convinces beneficiaries and prompts them to respond to these projects	4.50	0.63	085.10	3	.000
Increment of the number of development projects that target the main activities of the State's population, such as agriculture (animal and plant), an industry that relies on local products, directly support the development.	4.10	1.51	074.14	4	.000
Monitoring and evaluation of development projects carried out by the United Nations Development Programme in South Darfur State with rectification and ensure of continuity, may support development.	4.59	0.58	051.82	2	.000

Source: Prepared by the researcher, from the field study, 2015.

from the table (3.29) it's clear that the arithmetic mean of all expressions in hub (3), is greater than the arithmetic mean of the weights of the study sample answers (3), This indicates that the answers are going in a positive direction (confirm the expressions). However the standard deviation of these expressions ranged between (0.51 – 1.51) this refers to the similarity of the respondents answers. From Chi-Square test carried out on the data, the potential values of all expressions are less than the 0.05 ($p < 0.0005$), so we conclude that: there are statistically significant differences in favor of those who strongly agree, it is unlikely that the variables are independent. From the above it can be said that:

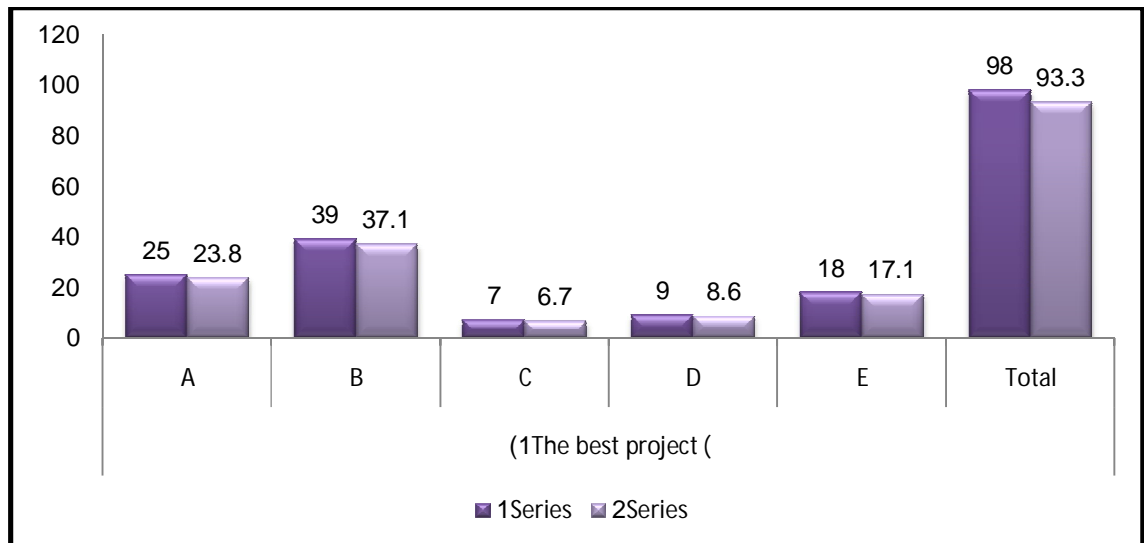
The accuracy in selection of development projects with an increment of projects number may help to improve the concept of the beneficiaries and their response, which may support the development process.

Table (3.30): Frequencies of the best project (1) in the fourth hub

The best project	A	B	C	D	E	Total
(1) Agricultural and industrial projects (B).	25	39	7	9	18	98
	23.8%	37.1%	6.7%	8.6%	17.1%	93.3%

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.21): Frequencies of the best project (1) in the fourth hub



Source: Prepared by the researcher, from the field study, 2015.

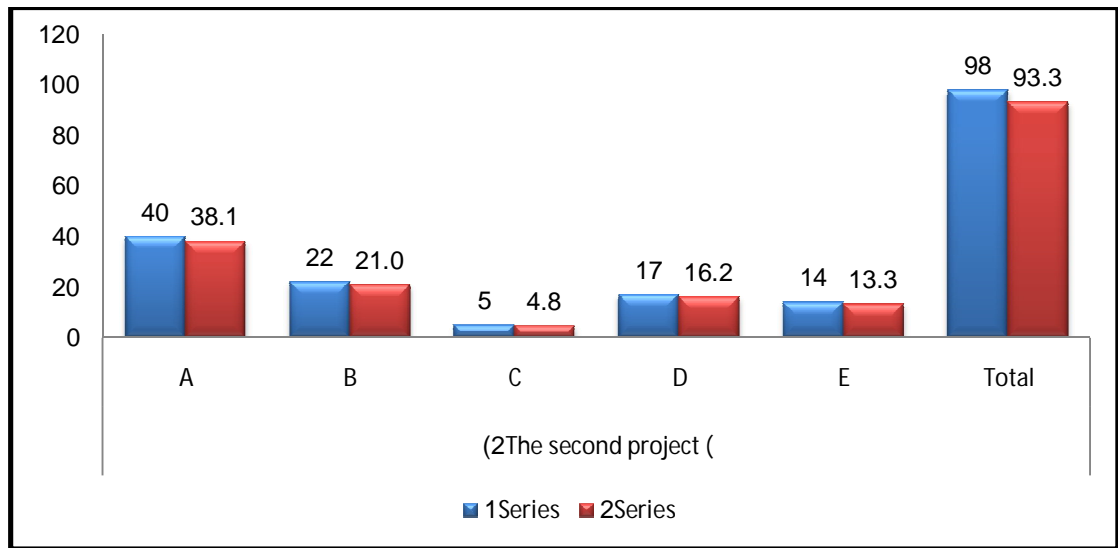
From Table (3.30) and Figure (3.21) it is clear that the number of the questionnaire sample individuals, who selected the agricultural and industrial projects (B), as the best projects for people in South Darfur, were (39) by (37.1%), of the total respondents to the study.

Table (3.31): Frequencies of the second project (2) in the fourth hub

The second project	A	B	C	D	E	Total
(2) Fast revenue and capacity building projects with financing them (A).	40	22	5	17	14	98
	38.1%	21.0%	4.8%	16.2%	13.3%	93.3%

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.22): Frequencies of the second project (2) in the fourth hub



Source: Prepared by the researcher, from the field study, 2015.

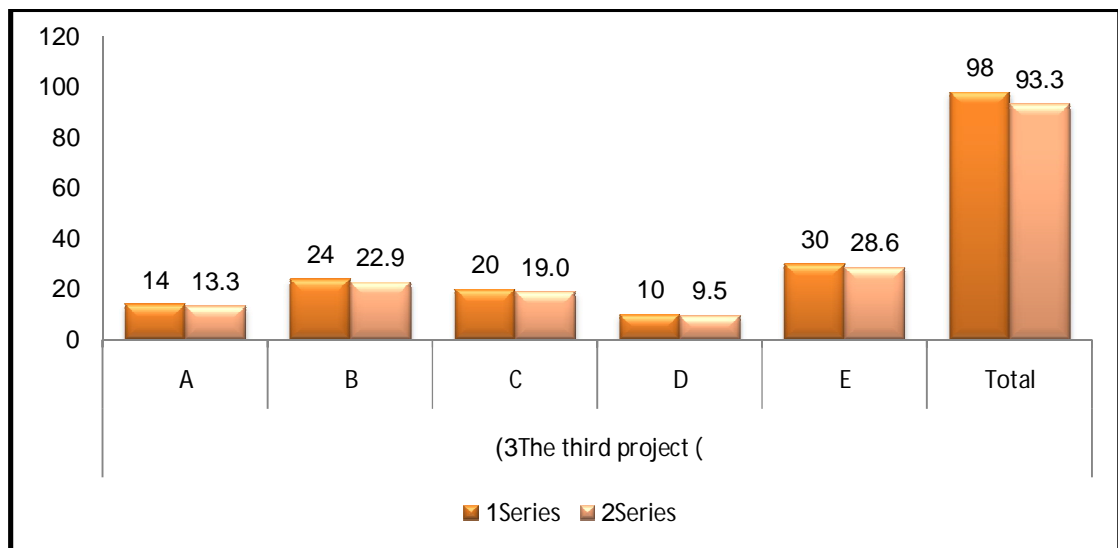
From Table (3.31) and Figure (3.22) it is clear that the number of the questionnaire sample individuals, who selected the fast revenue and capacity building projects with financing them (A), as the second important projects for people in South Darfur, were (40) by (38.1%), of the total respondents to the study.

Table (3.32): Frequencies of the third project (3) in the fourth hub

The third project	A	B	C	D	E	Total
(3) Projects aimed at training and capacity building of beneficiaries, and raise their awareness towards various development activities in order to benefit and contribute to the development support (E).	14	24	20	10	30	98
	13.3%	22.9%	19.0%	9.5%	28.6%	93.3%

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.23): Frequencies of the third project (3) in the fourth hub



Source: Prepared by the researcher, from the field study, 2015.

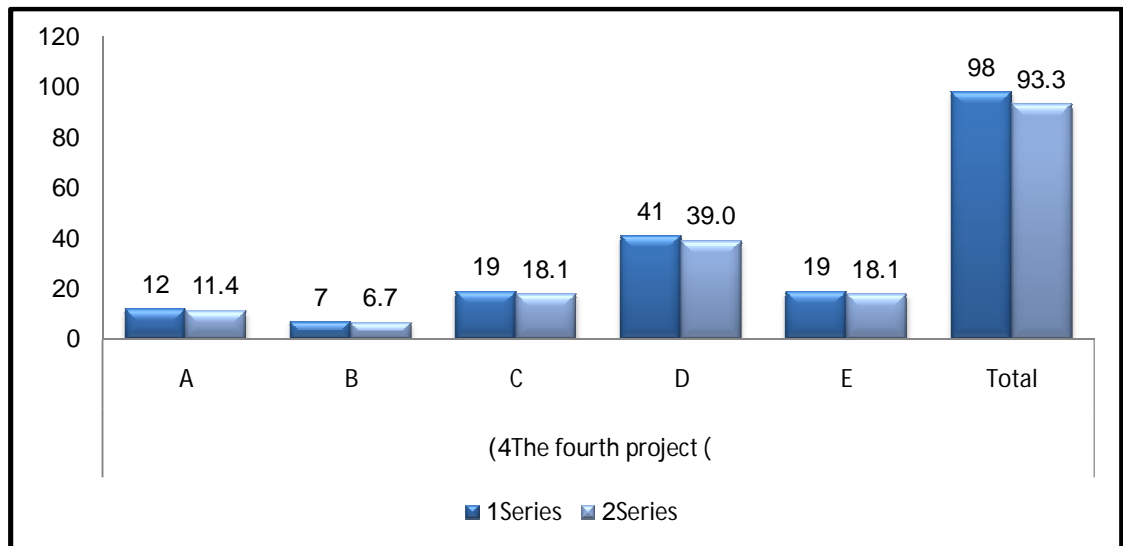
From Table (3.32) and Figure (3.23) it is clear that the number of the questionnaire sample individuals, who selected the projects aimed at training and capacity building of beneficiaries, and raise their awareness towards various development activities in order to benefit and contribute to the development support (E), as the third important projects for people in South Darfur, were (30) by (28.6%), of the total respondents to the study.

Table (3.33): Frequencies of the fourth project (4) in the fourth hub

The fourth project	A	B	C	D	E	Total
(4) Legal aid projects targeting IDPs, vulnerable and the poor who can't afford attorneys' fees for access to justice, safety, and to obtain their rights (D).	12	7	19	41	19	98
	11.4%	6.7%	18.1%	39.0%	18.1%	93.3%

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.24): Frequencies of the fourth project (4) in the fourth hub



Source: Prepared by the researcher, from the field study, 2015.

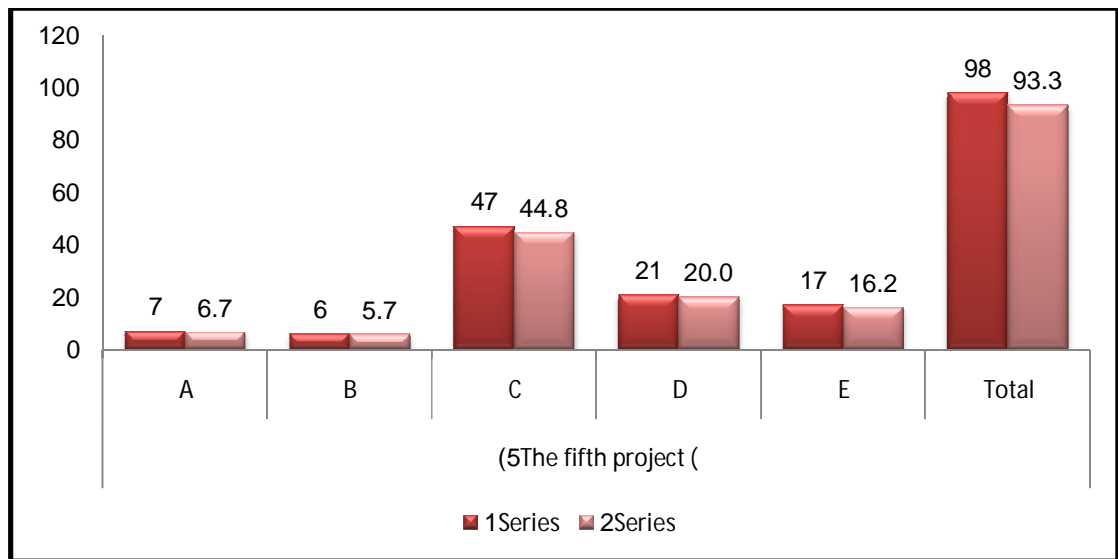
From Table (3.33) and Figure (3.24) it is clear that the number of the questionnaire sample individuals, who selected the legal aid projects targeting IDPs, vulnerable and the poor who can't afford attorneys' fees for access to justice, safety, and to obtain their rights (D), as the fourth important projects for people in South Darfur, were (41) by (31%), of the total respondents to the study.

Table (3.34): Frequencies of the fifth project (5) in the fourth hub

The fifth project	A	B	C	D	E	Total
(5) Medium and long term training and capacity building projects (C).	7	6	47	21	17	98
	6.7	5.7	44.8	20.0	16.2	93.3

Source: Prepared by the researcher, from the field study, 2015.

Figure (3.25): Frequencies of the fifth project (5) in the fourth hub



Source: Prepared by the researcher, from the field study, 2015.

From Table (3.34) and Figure (3.25) it is clear that the number of the questionnaire sample individuals, who selected the Medium and long term training and capacity building projects (C), as the fifth important projects for people in South Darfur, were (47) by (44.8%), of the total respondents to the study. From the above it can be said that:

The best development projects for South Darfur State are the projects which concerned with capacity building and livelihoods.

CONCLUSION

Findings of the Research:

1. UNDP livelihoods project demonstrates that even in a conflict situation, development and livelihood activities can be carried out.
2. Pro poor value chain project has contributed to peace building and stabilization through sustainable economic recovery in targeted areas.
3. UNDP helped IDPs to replace their hostility by a purpose in life through the training opportunities to participate in their own well-being.
4. Pro poor value chain project has assisted new micro-entrepreneurs, including vulnerable women, youth, IDPs, returnees & pastoralists, to increase their income through engaging in new or additional income generation activities.
5. The difficulty of reaching a comprehensive peace and security in South Darfur is one of the biggest threats to development in the State.
6. The negative perspective towards the projects and programs implemented by the United Nations Agencies and international non-governmental organizations reduces the response ratio to these programs and projects.
7. Weak capacity and lack of training, among the beneficiaries, constitute an additional burden facing the UNDP, as well as the awful decline in the level of infrastructure, and the difficulty of moving within South Darfur State, which induces a lot of wasted time.
8. The best development projects for people in South Darfur are the projects that target the main activities of the State's population, such as agriculture (animal and plant), an industry that relies on local products, as well as the livelihood quick impact projects (QIPs).
9. Weak capacity of NGOs, and their independence, travel permits, and movement issues, are some of the risks that faced livelihoods project.

The Recommendations:

1. Persistence of UNDP in carry out development projects during conflict period and early recovery.
2. Implementation of more livelihood projects in South Darfur state, and Greater Darfur Region for peace building and poverty reduction.
3. Conduct further IDPs trainings and capacity building to contribute in establishment of self-reliance community.
4. Rendering the pro poor value chain project far-reaching to cover more areas in South Darfur state and Greater Darfur.
5. Enhancing sustainable peace and security in South Darfur state and Greater Darfur to support implementation of development projects.
6. Raising awareness of beneficiaries towards the programs and projects implemented by UN agencies and INGOs,
7. Consolidation of infrastructure and paving roads to facilitate movement within the state in cooperation with GOS.
8. Increment of the number of development projects that target the main activities of the State's population, such as agriculture & local industry.
9. Capacity building of NGOs/CBOs, and ensure registration with HAC, on one hand, on the other hand, HAC should facilitate issuance of travel permits and other movement related matters.

Suggestions for future researches:

1. Impacts of the Millennium Development Goals in Sudan, Poverty Reduction (1990 – 2015).
2. Sudanese Nongovernmental Organizations, from a perspective of actual performance in South Darfur (2003 – 2013).
3. Endeavor of Strengthening the Rule of law in Darfur during the conflict period, "Either South, North or West Darfur" (2004 – 2013).

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Appendix (1): The Questionnaire "English"

**Sudan University of Science and Technology
College of Graduate Studies**

Date:/...../2014

Dear Brothers and sisters,

Regards

Subject: Partial Fulfillment Research for M Sc. on " Role of
UNDP in supporting Human Development in Sudan
(Case Study: Livelihoods – Value Chain in South Darfur
2009 - 2013)

First I would like to thank you very much for your acceptance and that you would answer the questions on the questionnaire enclosed with this letter, which aims to collect information for the purposes of scientific research on the above subject.

Note that all data that is obtained by this questionnaire, will be confidential and used only for the purposes of scientific research.

- Please tick (v) in your choice of your answer.

Best regards,

Researcher/ Suleiman Mohamed Nour Easa

Mobile: 0912223694

Mobile: 0129282648

Questionnaire

Questionnaire No.

First: Personal Information:

No	Data	Description				
1	Gender	Male <input type="text"/>				Female <input type="text"/>
2	Age	Less than 30 <input type="text"/>	30 - 50 <input type="text"/>		More than 50 <input type="text"/>	
3	Education	Secondary	Diploma	B Sc	M. A.	PHD
4	Title	UNDP Officer <input type="text"/>	Beneficiary <input type="text"/>	NGO Office <input type="text"/>	Concerned <input type="text"/>	Gov. Dev. Officer <input type="text"/>
5	Experience	Less than 5 <input type="text"/>	5 - 15 <input type="text"/>		More than 15 <input type="text"/>	

Second, the basic data:

The first hub: the projects that have been implemented by the United Nations Development Programme, contributed to Development support in South Darfur State.

Item	Strongly agree	Agree	Ambivalent	Disagree	Strongly disagree				
No	5	4	3	2	1				
No	Expression				5	4	3	2	1
1	Area Development Schemes carried out by the United Nations Development Programme in five regions in Sudan, which including South Darfur Development Scheme - Iddelfursan, was of many benefits in the field of development.								
2	Training and capacity building programs carried out by the United Nations Development Program for displaced people in South Darfur, contributed to facilitate livelihoods and reduce unemployment and poverty among displaced families for relatively self-reliance.								
3	Training programs carried out by the United Nations Development Programme during the period of early recovery in South Darfur State to build the capacity of producers and increase production and productivity in the field of honey, hibiscus and peanuts, has achieved the expected goals.								
4	The United Nations Development Programme, successfully Performed development supporting projects during the period of early recovery in South Darfur								
5	The United Nations Development Programme which targeted the more neglected aspects of development in South Darfur State, helped on the success of the programs, and contributed to capacity building of employees and beneficiaries.								

The second hub: projects and programs implemented by the United Nations Development Programme in South Darfur State, are facing some problems that hinder the implementation process.

No	Expression	5	4	3	2	1
1	The difficulty of reaching a comprehensive peace and security in South Darfur, is one of the biggest threats to development in the State.					
2	Great neglect which hits development and preoccupation with the war in addition to absence of strategies, make identification of development priorities difficult for the United Nations Development Programme.					
3	The negative perspective towards the projects and programs implemented by the United Nations agencies and international non-governmental organizations, reduces the response ratio to these programs and projects.					
4	Weak capacity and lack of training, among the beneficiaries, constitute an additional burden facing the United Nations Development Programme.					
5	The large decline in the level of infrastructure and the difficulty of moving within South Darfur State, cause a lot of wasted time.					

The third hub: The accuracy in the selection of development projects with an increment of projects number, may help to improve the concept of the beneficiaries and their response, which may support the development process.

No	Expression	5	4	3	2	1
1	UNDP projects aimed at training, capacity building, reduction of unemployment and poverty alleviation, are some of the required development projects at the current stage.					
2	Throughout the State of South Darfur affected by the war, in addition to deterioration of the development situation, as well as the widespread of unemployment and high poverty rate, the number of projects that target a large number of beneficiaries should be increased.					
3	Increasing the number of quick-impact development projects, convinces beneficiaries and prompts them to respond to these projects.					
4	Increment of the number of development projects that target the main activities of the State's population, such as agriculture (animal and plant), an industry that relies on local products, directly support the development.					
5	Monitoring and evaluation of development projects carried out by the United Nations Development Programme in South Darfur State with rectification and ensure of continuity, may support development.					

The forth hub: Please put the below listed development projects in descending order in accordance with its priority and effectiveness to the development support in South Darfur State; Put (1) in front of the best, then (2) ... etc.

- a. Fast revenue and capacity building projects with financing them.
- b. Agricultural and industrial projects.
- c. Medium and long term training and capacity building projects.
- d. Legal aid projects targeting IDPs, vulnerable and the poor who can't afford attorneys' fees for access to justice, safety, and to obtain their rights.
- e. Projects aimed at training and capacity building of beneficiaries, and raise their awareness towards various development activities in order to benefit and contribute to the development support.¹²²

¹²² Arabic version distributed to the respondents, appendix 2, pp 121 - 123.

Appendix (2): The Questionnaire "Arabic"



جامعة السودان للعلوم والتكنولوجيا

كلية الدراسات العليا

التاريخ/...../...../2014م

أخي الكريم/ أختي

الكريمة/.....

السلام عليكم ورحمة الله وبركاته

الموضوع/ بحث تكميلي لنيل درجة الماجستير بعنوان: دور برنامج الأمم

المتحدة الإنمائي في دعم التنمية بولاية جنوب دارفور

في البدء أشكركم كثيراً على قبولكم والتكرم بالإجابة على أسئلة الاستبانة المرفقة مع هذا الخطاب، والتي تهدف إلى جمع معلومات لأغراض البحث العلمي عن الموضوع المذكور أعلاه. علماً بأن كل البيانات التي يتم الحصول عليها بواسطة هذه الاستبانة، ستكون سرية ولا تستخدم إلا لأغراض البحث العلمي.

- أرجو وضع إشارة (✓) أمام الإجابة التي تقوم باختيارها.

وتقبلوا خالص شكري وتقديري

الباحث/ سليمان محمد نور عيسى

هاتف جوال: 0912223694

هاتف جوال: 0129282648

الإستبانة

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استمارة رقم

أولاً : البيانات الشخصية:

م	البيانات	الوصف
1	النوع	ذكر <input type="checkbox"/> أنثى <input type="checkbox"/>
2	العمر	أقل من 30 سنة <input type="checkbox"/> 30- 50 سنة <input type="checkbox"/> أكثر من 50 سنة <input type="checkbox"/>
3	المؤهل التعليمي	ثانوي <input type="checkbox"/> دبلوم وسيط <input type="checkbox"/> بكالوريوس <input type="checkbox"/> ماجستير <input type="checkbox"/> دكتورة <input type="checkbox"/>
4	الجهة	موظف ببرنامج الأمم المتحدة الإنمائي <input type="checkbox"/> مستفيد <input type="checkbox"/> موظف بمؤسسات دعم التنمية <input type="checkbox"/> مهتم بقضايا التنمية <input type="checkbox"/> موظف بالتخطيط والتنمية الحكومية <input type="checkbox"/>
5	سنين الخبرة	أقل من 5 سنوات <input type="checkbox"/> 5- 15 سنة <input type="checkbox"/> أكثر من 15 سنة <input type="checkbox"/>

ثانياً : البيانات الأساسية:

المحور الأول: المشروعات التي تم تنفيذها بواسطة برنامج الأمم المتحدة الإنمائي، ساهمت في دعم التنمية بولاية جنوب دارفور.

م	العبرة	أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
1	مشروعات تنمية المناطق المختارة التي نفذها برنامج الأمم المتحدة الإنمائي في خمس مناطق بالسودان والتي من بينها مشروع تنمية جنوب دارفور - عد الفرسان، كانت ذات فوائد كثيرة في مجال التنمية.					
2	برامج التدريب وبناء القدرات التي نفذها برنامج الأمم المتحدة الإنمائي للنازحين بولاية جنوب دارفور، ساهمت في تيسير سبل كسب العيش وتقليل نسبة البطالة والفقر وسط الأسر النازحة بالاعتماد نسبياً على الذات.					
3	برامج التدريب التي نفذها برنامج الأمم المتحدة الإنمائي خلال فترة التعافي المبكر بولاية جنوب دارفور لبناء قدرات المنتجين وزيادة الإنتاج والإنتاجية في مجال العسل، الكركدي والفول السوداني، حققت الأهداف المتوقعة.					
4	نقد برنامج الأمم المتحدة الإنمائي مشروعات دعم التنمية خلال فترة التعافي المبكر بولاية جنوب دارفور بنجاح تام.					
5	استهداف برنامج الأمم المتحدة الإنمائي لأكثر جوانب التنمية إهمالاً بولاية جنوب دارفور، ساعد على نجاح البرامج واسهم في بناء قدرات العاملين والمستفيدين.					

المحور الثاني: المشروعات والبرامج التي ينفذها برنامج الأمم المتحدة الإنمائي بولاية جنوب دارفور تواجه بعض المشاكل التي تعيق عملية التنفيذ.

م	العبارة	أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
1	صعوبة الوصول إلى السلام الشامل وتحقيق الأمن بولاية جنوب دارفور، من أكبر مهددات التنمية بالولاية.					
2	الإهمال الكبير الذي أصاب التنمية والانشغال بالحرب مع غياب الاستراتيجيات، جعل تحديد أولويات التنمية أمراً صعباً على برنامج الأمم المتحدة الإنمائي.					
3	النظرة السالبة للمشروعات والبرامج التي تنفذها وكالات الأمم المتحدة والمنظمات الدولية غير الحكومية، تقلل نسبة الاستجابة لهذه البرامج والمشروعات.					
4	ضعف القدرات وغياب التدريب وسط المستفيدين، يشكلان عبئاً إضافياً يواجه برنامج الأمم المتحدة الإنمائي.					
5	التدني الكبير في مستوى البنيات الأساسية وصعوبة التحرك داخل الولاية، يسبب إهدار الكثير من الوقت.					

المحور الثالث: الدقة في اختيار مشروعات التنمية مع زيادة عدد المشروعات، تساعد على تحسين الصورة الذهنية للمستفيدين واستجابتهم لها مما يدعم عملية التنمية.

م	العبارة	أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
1	مشروعات برنامج الأمم المتحدة الإنمائي التي تستهدف التدريب، بناء القدرات، تقليل البطالة وتخفيف حدة الفقر، تعد من مشروعات التنمية المطلوبة في هذه المرحلة.					
2	تأثر جميع أنحاء ولاية جنوب دارفور بالحرب وتردي أوضاع التنمية مع انتشار البطالة وارتفاع نسبة الفقر، تتطلب زيادة عدد المشروعات التي تستهدف عدد كبير من المستفيدين.					
3	زيادة عدد مشروعات التنمية ذات الأثر السريع، تقنع المستفيدين وتدفعهم للاستجابة لهذه المشروعات.					
4	زيادة عدد مشروعات التنمية التي تستهدف الأنشطة الأساسية لسكان الولاية كالزراعة (نبات وحيوان) والصناعة التي تعتمد على المنتجات المحلية، تؤثر مباشرة على التنمية.					
5	تقييم ومتابعة مشروعات التنمية التي ينفذها برنامج الأمم المتحدة الإنمائي بولاية جنوب دارفور مع التقويم والحرص على الاستمرارية، يدعم التنمية بالولاية.					

الرجاء ترتيب مشروعات التنمية المذكورة أدناه تنازلياً وفق أفضليتها وفعاليتها في دعم التنمية

بولاية جنوب دارفور: ضع (1) أمام الأفضل ثم (2) ... إلخ

أ/ مشروعات التدريب وبناء القدرات ذات العائد السريع مع دعم المشروعات

ب/ المشروعات الزراعية والصناعية

ج/ مشروعات التدريب وبناء القدرات متوسطة وطويلة المدى.

د/ مشروعات العون القانوني التي تستهدف النازحين والفقراء الذين لا يمكنهم دفع أتعاب المحامين

للاصول للعدالة والأمان والحصول على حقوقهم مع تدريبهم في مجال القانون والحقوق

هـ/ المشروعات التي تستهدف تدريب المستفيدين وبناء قدراتهم ورفع وعيهم تجاه مختلف أنشطة التنمية

وذلك للاستفادة والإسهام في دعم التنمية.

Appendix (3): HDI values and rank changes in the 2013 Human Development Report

Sudan's HDI trends based on consistent time series data, new component indicators and new methodology

	Life expectancy at birth	Expected years of schooling	Mean years of schooling	GNI per capita (2005 PPP\$)	HDI value
1980	49.3	3.7	0.9	1,047	0.269
1985	51	3.8	1.1	0,909	0.278
1990	52.5	3.9	1.5	0,942	0.301
1995	54.3	3.9	2	1,082	0.327
2000	57	4.5	2.4	1,274	0.364
2005	59.6	4.5	2.8	1,530	0.390
2010	61.1	4.5	3.1	1,820	0.411
2011	61.5	4.5	3.1	2,136	0.419
2012	61.8	4.5	3.1	1,848	0.414

Table A reviews Sudan's progress in each of the HDI indicators. Between 1980 and 2012, Sudan's life expectancy at birth increased by 12.5 years, mean years of schooling increased by 2.2 years and expected years of schooling increased by 0.8 years. Sudan's GNI per capita increased by about 77 percent between 1980 and 2012.

Sudan's HDI indicators for 2012 relative to selected countries and groups

	HDI value	HDI rank	Life expectancy at birth	Expected years of schooling	Mean years of schooling	GNI per capita (PPP US\$)
Sudan	0.414	171	61.8	4.5	3.1	1,848
Yemen	0.458	160	65.9	8.7	2.5	1,820
Djibouti	0.445	164	58.3	5.7	3.8	2,350
Arab States	0.652	—	71	10.6	6	8,317
Low HDI	0.466	—	59.1	8.5	4.2	1,633

Table B: Sudan's 2012 HDI of 0.414 is below the average of 0.466 for countries in the low human development group and below the average of 0.652 for countries in Arab States. From Arab States, countries which are close to Sudan in 2012 HDI rank and population size are Yemen and Djibouti, which have HDIs ranked 160 and 164 respectively.

Sudan's GII for 2012 relative to selected countries and groups

	GII value	GII Rank	Maternal mortality ratio	Adolescent fertility rate	Female seats in parliament (%)	Population with at least secondary education (%)		Labour force participation rate (%)	
						Female	Male	Female	Male
Sudan	0.604	129	730	53	24.1	12.8	18.2	30.9	76.5
Yemen	0.747	148	200	66.1	0.7	7.6	24.4	25.2	72
Arab States	0.555	—	176	39.2	13	31.8	44.7	22.8	74.1
Low HDI	0.578	—	405	86	19.2	18	32	56.4	79.9

Sudan has a GII value of 0.604, ranking it 129 out of 148 countries in the 2012 index. In Sudan, 24.1 percent of parliamentary seats are held by women, and 12.8 percent of adult women have reached a secondary or higher level of education compared to 18.2 percent of their male counterparts. For every 100,000 live births, 730 women die from pregnancy related causes; and the adolescent fertility rate is 53 births per 1000 live births. Female participation in the labour market is 30.9 percent compared to 76.5 for men.

Source: A, B, & C Tables: Human Development Report 2013.

Appendix (4): United Nations Development Programme Project Document

Country: SUDAN 2009 - 2012

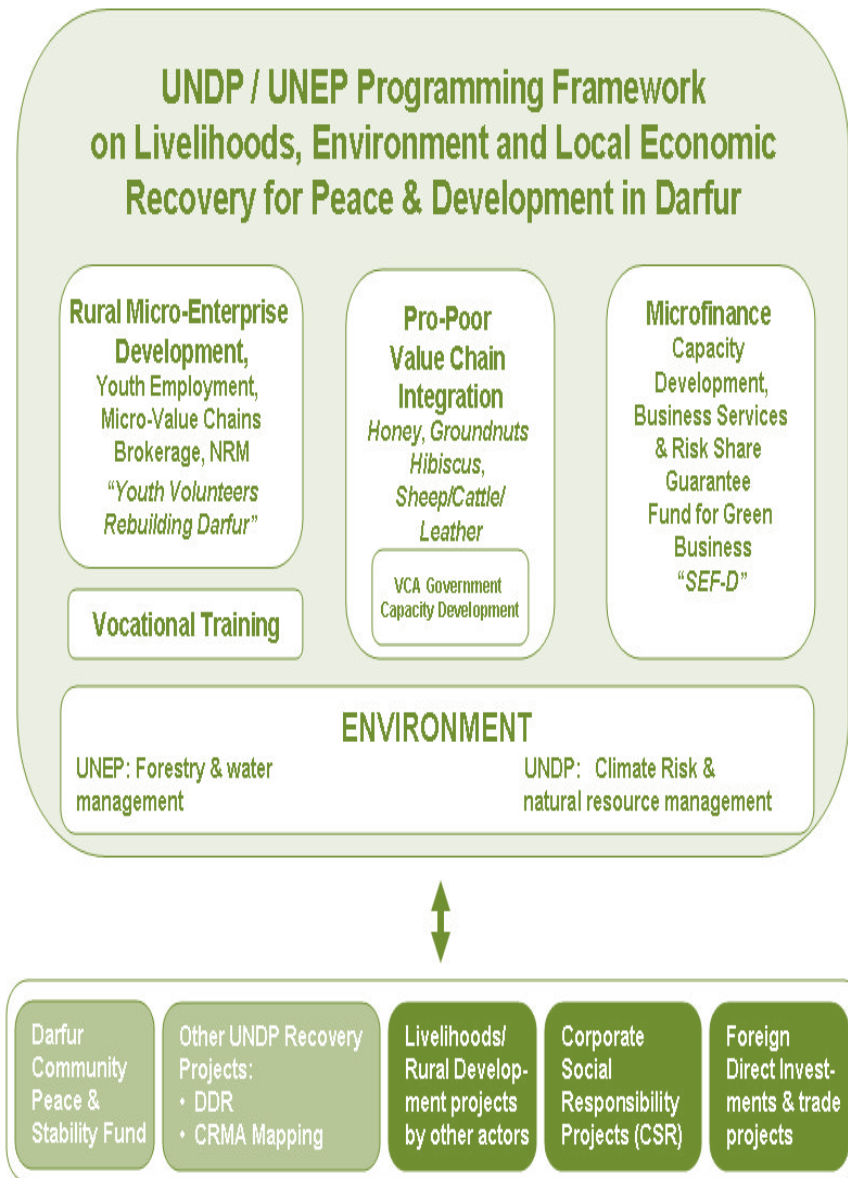
Project Title:	Pro-Poor Value Chain Integration for Peace and Early Recovery in Darfur (Phase 1)
Relevant UNDAF Outcome(s):	<p>-UNDAF Outcome 1: Peace-Building: By 2012, the environment for sustainable peace in Sudan is improved through increased respect for rights and human security, with special attention to individuals and communities directly affected by conflict.</p> <p>-UNDAF Outcome 3: Livelihoods and Productive Sectors: By 2012, poverty, especially amongst vulnerable groups is reduced and equitable economic growth is increased through improvements in livelihoods, decent employment opportunities, food security, sustainable natural resource management & self reliance.</p>
Expected CP Outcome(s):	<p>- CPAP Outcome 7: Post-conflict socio-economic infrastructure restored, economy revived and employment generated, and in particular, Output 7.4 Post-conflict recovery accelerated in strategic areas to ensure peace dividends are visible and tangible to conflict-affected populations</p> <p>- CPAP Outcome 1: Enhance national and sub-national capacities to plan, monitor, evaluate and implement the MDGs and related national development policies and priorities. Output 1.3: Policy and regulatory reforms for micro-, small, and medium scale enterprises strengthened and social and economic opportunities for poor and vulnerable groups broadened.</p>
Expected Output(s):	<p>Specific outputs resulting from this project, and contributing to the above, are:</p> <p>Output 1: Multi-stakeholder capacity development plan for at least 4 value chains in 45 communities developed</p> <p>Output 2: Income increased for for new micro-entrepreneurs, including vulnerable women, youth, IDPs, returnees & pastoralists, through engaging in new or additional income generation activities,</p> <p>Output 3: Income increased for for existing micro-entrepreneurs through improved inputs, production and business capacity</p> <p>Output 4: Access to financial services and markets improved</p> <p>Output 5: Capacity of at least 45 CBOs strengthened in accessing and managing collective bargaining activities, marketing, financial services, pro poor sector based policy advocacy, improved access to business arbitration, risk guarantee systems for their members</p>
Implementing Partner:	Direct Implementation by UNDP (DIM)
Contribution to relevant MDGs	<p>MDG 1: Eradicate Extreme Poverty and Hunger</p> <p>MDG 3: Promote gender equality and empower women</p>
Project Description	<p>The project aims to promote peace through supporting the (re-) creation of inclusive and environmentally sustainable commodity value chains for 10,000 microentrepreneurs in 45 communities of Darfur. The project has been specifically designed to complement and further strengthen the sustainability of ongoing livelihoods activities of national and international NGOs, other UN-agencies and local government institutions in the region. In order to encourage peaceful coexistence and balanced support between sedentary and nomadic livelihoods groups, IDPs, returnees as well as to focus on women's traditional productive activities, the following commodity types have been selected for this project: hibiscus, groundnuts, sheep, cattle and honey, including their by-products. The project is part of the UN-early recovery strategy for Darfur and is complementing upcoming Foreign Direct Investment as well as the government "Darfur Development Program", which started operating in 2010.</p>

Programme Period: 2009-2012	
Key Result Area (Strategic Plan): Crisis prevention and recovery	
Atlas Award ID:	00046028
Start date:	April 2011

AWP budget:	US\$ 1,970,985
Total resources required:	US\$ 1,970,985
<u>Total allocated resources:</u>	US\$ 970,985
UNDP TTF	US\$ 621,000
TRAC 1/2	US\$ 100,000
Donor: Switzerland	US\$ 249,965

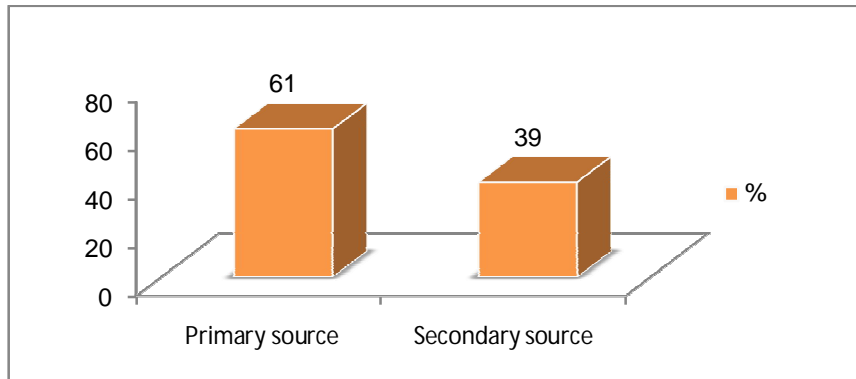
Appendix (5): Livelihoods, Environment & Local Economic Recovery for Peace Development in Darfur

The graph below provides an overview of the expected synergies between the planned projects as well as with other UNDP and non-UNDP livelihoods and early recovery projects in Darfur.



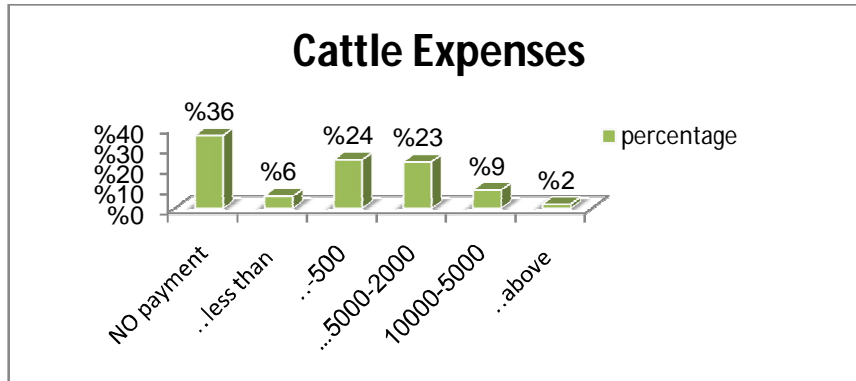
Source: UNDP Project Document 2009

Appendix (6): Value Chain Analysis for livestock rearing
Livestock representation as source of income for the HHs:



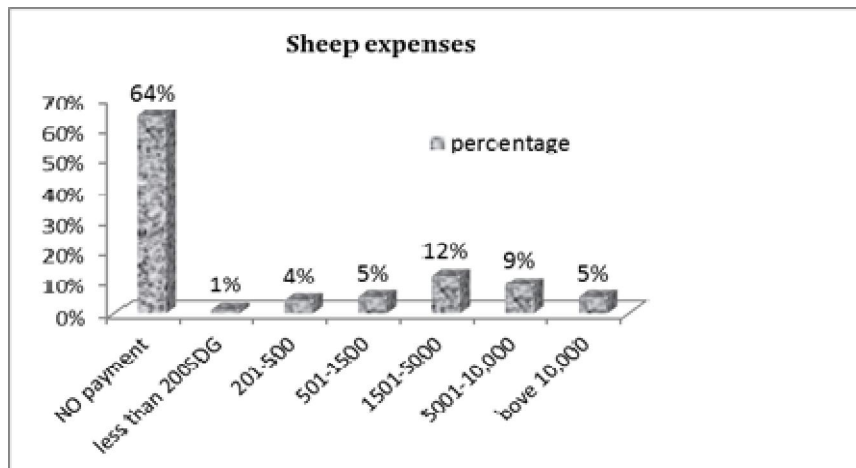
Source: UNDP Value Chain Base Line Assessment 2010.

Cattle rearing expenses



Source: UNDP Value Chain Base Line Assessment 2010.

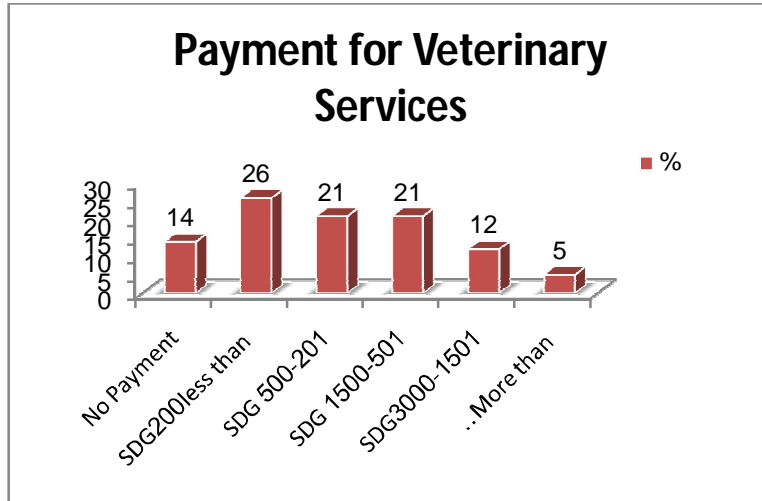
Sheep production expenses



Source: UNDP Value Chain Base Line Assessment 2010.

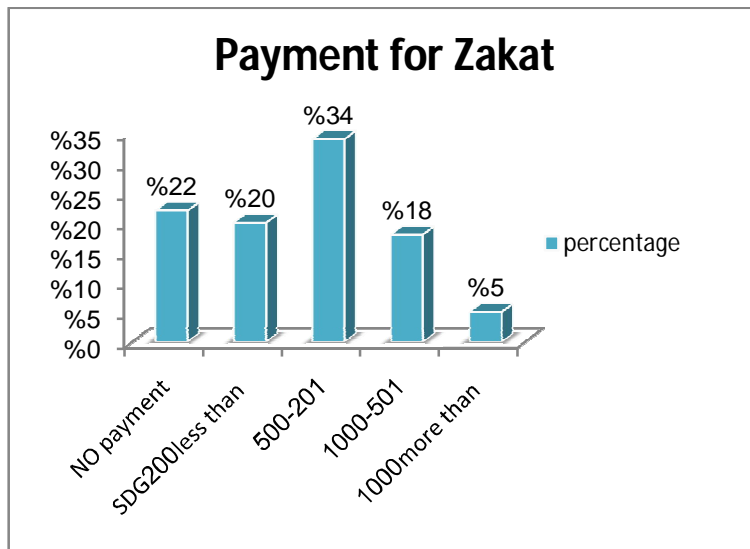
Value Chain Analysis for livestock rearing

Payment for veterinary services



Source: UNDP Value Chain Base Line Assessment 2010.

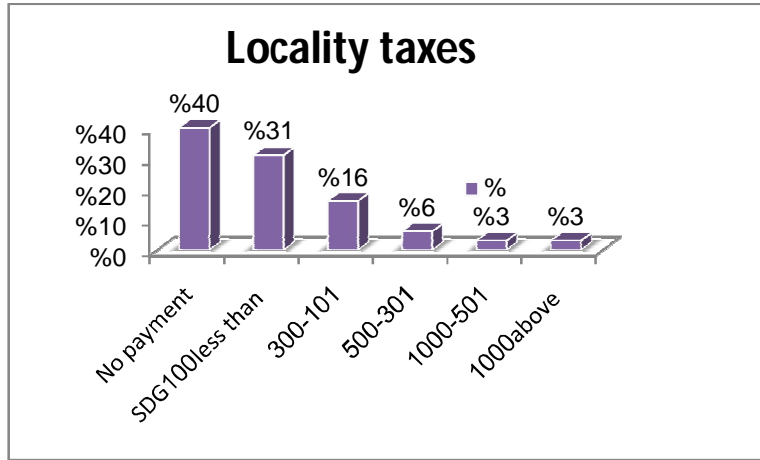
Payment for Zakat



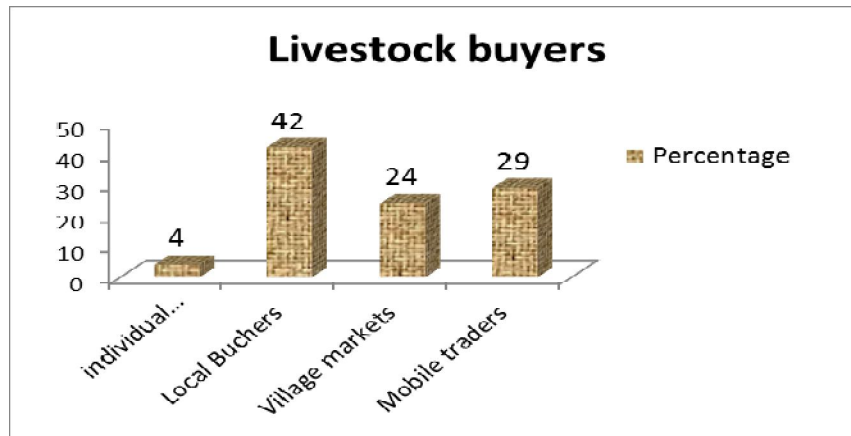
Source: UNDP Value Chain Base Line Assessment 2010.

Value Chain Analysis for livestock rearing

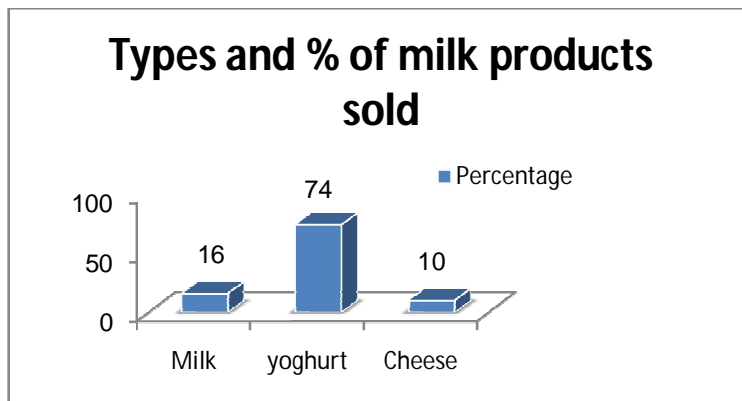
Locality Taxes



Livestock buyers in the survey areas



Types & % of milk products sold



Source: UNDP Value Chain Base Line Assessment 2010.

Appendix (7): United Nations Development Programme

Country: Sudan

Project Document

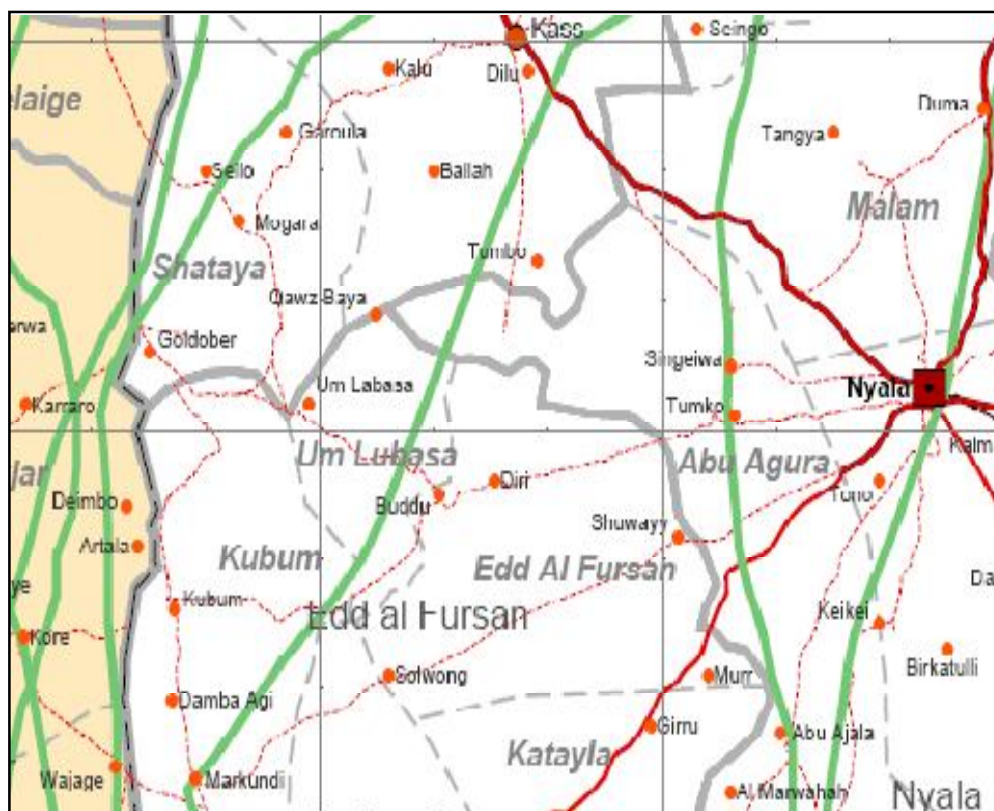
Project Title	South Darfur Honey Pro Poor Value Chain Project as part of the UNDP Darfur Livelihoods Programme
UNDAF Outcome:	Livelihoods and community security improved in conflict-affected areas in an environmentally sustainable manner
Expected CP Outcome 7: <i>(Those linked to the project and extracted from the CPAP)</i>	Post-conflict socio-economic infrastructure restored, economy revived and employment generated.
Expected Output(s) 7.4: <i>(Those that will result from the project and extracted from the CPAP)</i>	Post-conflict recovery accelerated in strategic areas to ensure peace dividends are visible and tangible to conflict affected populations.
Implementing Partner:	UNDP
Responsible Parties:	UNDP

Brief Description

The "South Darfur Honey Pro Poor Value Chain Project" has been set up as part of the ongoing UNDP Darfur Livelihoods Programme. Its main objective is to establish a pilot that will showcase how the livelihoods of conflict-affected populations in South Darfur can be improved by supporting the profitable and environmentally beneficial income generating activity "honey production and marketing", based on a combination of two main approaches: Comprehensive Community-based Environment Action Planning on the one side as well as a Pro-Poor Value Chain Integration approach on the other side. Hereby, special emphasis has been put on creating an inclusive model that can focus on the special needs and potentials of women, youth, IDPs, demobilized soldiers and other vulnerable groups while not neglecting the interests of the established beekeepers, pastoralists and other community members. The commodity type honey

Programme Period: 04/2010 – 03/2011 Key Result Area (Strategic Plan): Crisis Prevention and Recovery Atlas Award ID: _____ Start date: 01.04.2010	<table border="0"> <tr> <td>\$ 249,965</td> <td>AWP budget:</td> </tr> <tr> <td>\$ 249,965</td> <td>Total resources required</td> </tr> <tr> <td>\$ 249,965</td> <td>Total allocated resources:</td> </tr> <tr> <td>• Regular</td> <td></td> </tr> <tr> <td>• Other: Switzerland</td> <td>\$ 249,965</td> </tr> <tr> <td>• Government</td> <td>_____</td> </tr> <tr> <td>\$ 0</td> <td>Unfunded budget:</td> </tr> </table>	\$ 249,965	AWP budget:	\$ 249,965	Total resources required	\$ 249,965	Total allocated resources:	• Regular		• Other: Switzerland	\$ 249,965	• Government	_____	\$ 0	Unfunded budget:
\$ 249,965	AWP budget:														
\$ 249,965	Total resources required														
\$ 249,965	Total allocated resources:														
• Regular															
• Other: Switzerland	\$ 249,965														
• Government	_____														
\$ 0	Unfunded budget:														

Appendix (8): Map of Kubum Area (Bee Keeping & Honey)



Source: OCHA Nyala Database, March 8 2010

The following table illustrates the value-added from selling raw honey by the beekeepers through selling filtered honey by the local traders up to international export:

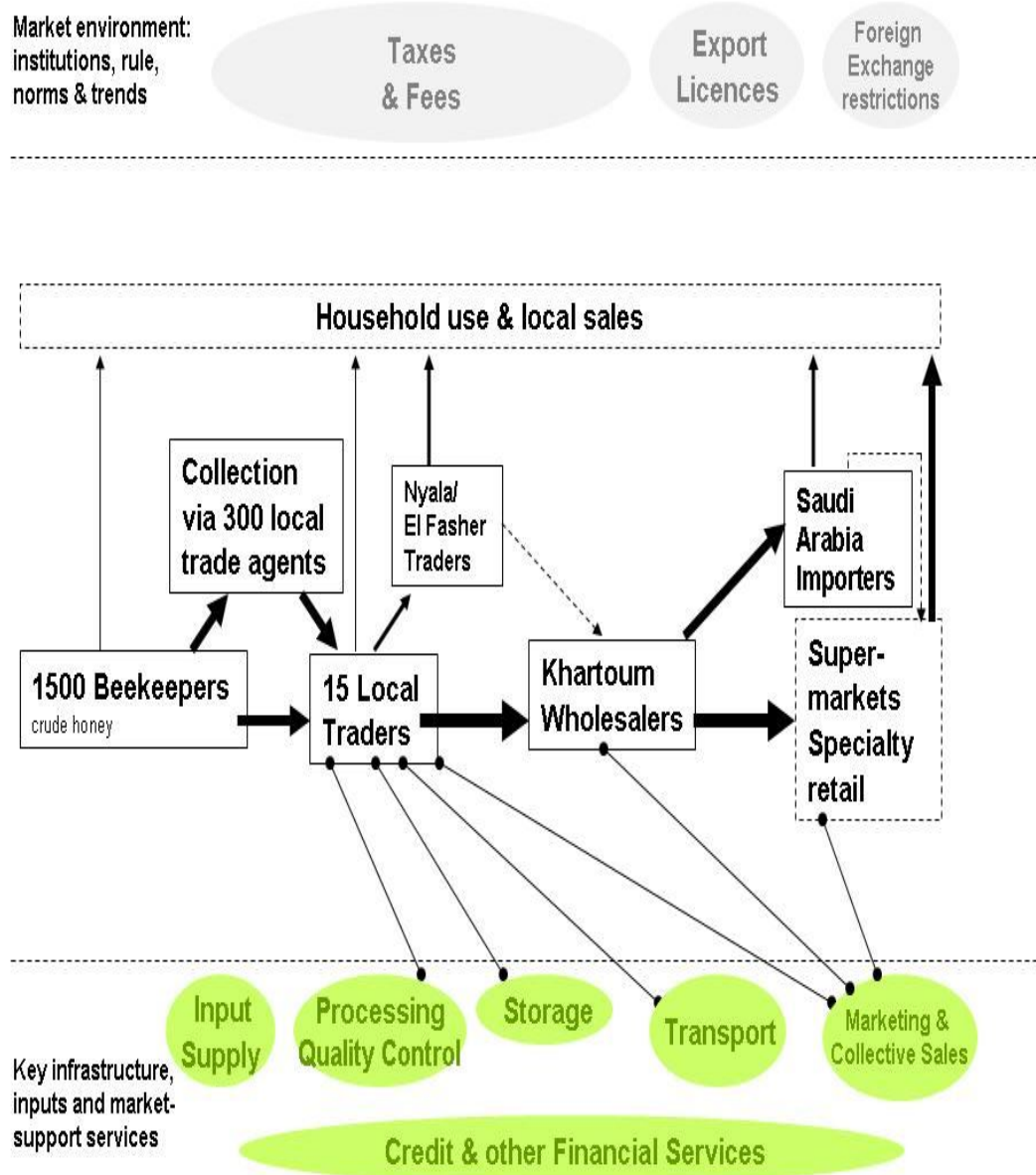
Honey Category	Kubum raw honey (beekeeper selling price SDG per lb)	Kubum filtered honey (local trader selling price SDG per lb)	Market price in Nyala & El Fasher	Buying price in Khartoum	Selling price Khartoum retail (nabak)	Int. export price top q. honey (nabak)	Int. retail price fair trade organic honey
Very pure white honey	8	12	17	17 (15-20)	19,5 ¹²³	27,2 ¹²⁴	17-37 ¹²⁵
Not pure white honey	7	10			Lower quality honey is not sold to Khartoum & abroad		
Red honey	6	10-9					
Black honey	5	9					

¹²³ Bees Kingdom Retail Shop, Manshia Khartoum on 11.04.2010

¹²⁴ Bees Kingdom Khartoum export prices for top-quality nabak-honey: Saudi Arabia – 100 Riyal (~60 SDG) per kg, also export to Malaysia, Qatar and Turkey.

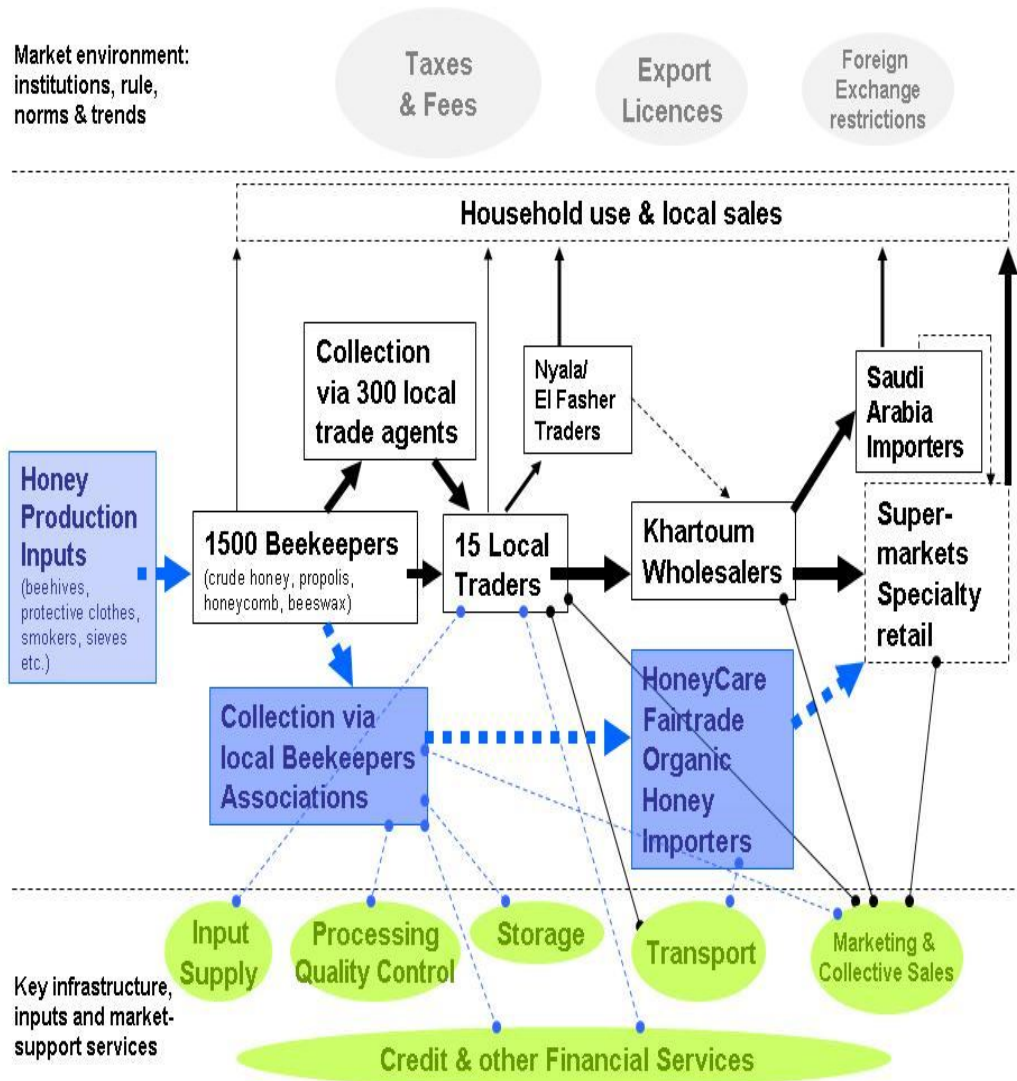
¹²⁵ Source :<http://www.vitacost.com/Wholesome-Sweetener-Fair-Trade-Organic-Raw-Honey?csrc=NTDC-012511891657> (12.04.2010)

Appendix (9): Current Kubum Honey Value Chain



Source: UNDP , South Darfur Honey Value Chain, Project Document

Appendix (10): New Kubum Honey Value Chain



Source: UNDP , South Darfur Honey Value Chain, Project Document

Appendix (11): Results of SPSS Analysis

Frequencies:

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	64	65.3	65.3	65.3
	Female	34	34.7	34.7	100.0
	Total	98	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 30 years	25	25.5	25.5	25.5
	30 - 50 years	66	67.3	67.3	92.9
	> 50 years	7	7.1	7.1	100.0
	Total	98	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	35	35.7	35.7	35.7
	Diploma	14	14.3	14.3	50.0
	B Sc	41	41.8	41.8	91.8
	Master	8	8.2	8.2	100.0
	Total	98	100.0	100.0	

Title

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDP Officer	5	5.1	5.1	5.1
	Beneficiary	39	39.8	39.8	44.9
	NGO Officer	8	8.2	8.2	53.1
	Dev. Concerned	19	19.4	19.4	72.4
	Gov. Dev. Officer	27	27.6	27.6	100.0
	Total	98	100.0	100.0	

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 5 years	26	26.5	26.5	26.5
	5 - 15 years	51	52.0	52.0	78.6
	> 15 Years	21	21.4	21.4	100.0
	Total	98	100.0	100.0	

Expression 1, hub 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	1	1.0	1.0	2.0
	Ambivalent	11	11.2	11.2	13.3
	Agree	21	21.4	21.4	34.7
	Strongly Agree	64	65.3	65.3	100.0
	Total	98	100.0	100.0	

Expression 2, hub 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	3.1	3.1	3.1
	Ambivalent	10	10.2	10.2	13.3
	Agree	27	27.6	27.6	40.8
	Strongly Agree	58	59.2	59.2	100.0
	Total	98	100.0	100.0	

Expression 3, hub 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	11	11.2	11.2	11.2
	Ambivalent	13	13.3	13.3	24.5
	Agree	31	31.6	31.6	56.1
	Strongly Agree	43	43.9	43.9	100.0
	Total	98	100.0	100.0	

Expression 4, hub 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	6	6.1	6.1	7.1
	Ambivalent	20	20.4	20.4	27.6
	Agree	27	27.6	27.6	55.1
	Strongly Agree	44	44.9	44.9	100.0
	Total	98	100.0	100.0	

Expression 5, hub 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	5.1	5.1	5.1
	Disagree	1	1.0	1.0	6.1
	Ambivalent	12	12.2	12.2	18.4
	Agree	36	36.7	36.7	55.1
	Strongly Agree	44	44.9	44.9	100.0
	Total	98	100.0	100.0	

Expression 1, hub 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Ambivalent	6	6.1	6.1	7.1
	Agree	17	17.3	17.3	24.5
	Strongly Agree	74	75.5	75.5	100.0
	Total	98	100.0	100.0	

Expression 2, hub 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2.0	2.0	2.0
	Ambivalent	11	11.2	11.2	13.3
	Agree	27	27.6	27.6	40.8
	Strongly Agree	58	59.2	59.2	100.0
	Total	98	100.0	100.0	

Expression 3, hub 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	12	12.2	12.2	13.3
	Ambivalent	13	13.3	13.3	26.5
	Agree	41	41.8	41.8	68.4
	Strongly Agree	31	31.6	31.6	100.0
	Total	98	100.0	100.0	

Expression 4, hub 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2.0	2.0	2.0
	Ambivalent	4	4.1	4.1	6.1
	Agree	32	32.7	32.7	38.8
	Strongly Agree	60	61.2	61.2	100.0
	Total	98	100.0	100.0	

Expression 5, hub 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.0	1.0	1.0
	Ambivalent	8	8.2	8.2	9.2
	Agree	22	22.4	22.4	31.6
	Strongly Agree	67	68.4	68.4	100.0
	Total	98	100.0	100.0	

Expression 1, hub 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.0	1.0	1.0
	Ambivalent	1	1.0	1.0	2.0
	Agree	18	18.4	18.4	20.4
	Strongly Agree	78	79.6	79.6	100.0
	Total	98	100.0	100.0	

Expression 2, hub 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.0	1.0	1.0
	Ambivalent	7	7.1	7.1	8.2
	Agree	26	26.5	26.5	34.7
	Strongly Agree	64	65.3	65.3	100.0
	Total	98	100.0	100.0	

Expression 3, hub 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.0	1.0	1.0
	Ambivalent	4	4.1	4.1	5.1
	Agree	38	38.8	38.8	43.9
	Strongly Agree	55	56.1	56.1	100.0
	Total	98	100.0	100.0	

Expression 4, hub 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.1	3.1	3.1
	Disagree	12	12.2	12.2	15.3
	Ambivalent	6	6.1	6.1	21.4
	Agree	28	28.6	28.6	50.0
	Strongly Agree	49	50.0	50.0	100.0
	Total	98	100.0	100.0	

Expression 5, hub 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ambivalent	5	5.1	5.1	5.1
	Agree	30	30.6	30.6	35.7
	Strongly Agree	63	64.3	64.3	100.0
	Total	98	100.0	100.0	

Project A

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Choice 1	25	25.5	25.5	25.5
	Choice 2	40	40.8	40.8	66.3
	Choice 3	14	14.3	14.3	80.6
	Choice 4	12	12.2	12.2	92.9
	Choice 5	7	7.1	7.1	100.0
	Total	98	100.0	100.0	

Project B

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Choice 1	39	39.8	39.8	39.8
	Choice 2	22	22.4	22.4	62.2
	Choice 3	24	24.5	24.5	86.7
	Choice 4	7	7.1	7.1	93.9
	Choice 5	6	6.1	6.1	100.0
	Total		98	100.0	100.0

Project C

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Choice 1	7	7.1	7.1	7.1
	Choice 2	5	5.1	5.1	12.2
	Choice 3	20	20.4	20.4	32.7
	Choice 4	19	19.4	19.4	52.0
	Choice 5	47	48.0	48.0	100.0
	Total		98	100.0	100.0

Project D

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Choice 1	9	9.2	9.2	9.2
	Choice 2	17	17.3	17.3	26.5
	Choice 3	10	10.2	10.2	36.7
	Choice 4	41	41.8	41.8	78.6
	Choice 5	21	21.4	21.4	100.0
	Total		98	100.0	100.0

Project E

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Choice 1	18	18.4	18.4	18.4
	Choice 2	14	14.3	14.3	32.7
	Choice 3	30	30.6	30.6	63.3
	Choice 4	19	19.4	19.4	82.7
	Choice 5	17	17.3	17.3	100.0
	Total		98	100.0	100.0

Descriptives:

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Expression 1, hub 1	98	1.00	5.00	4.4898	.81538
Expression 2, hub 1	98	2.00	5.00	4.4286	.79948
Expression 3, hub 1	98	2.00	5.00	4.0816	1.01203
Expression 4, hub 1	98	1.00	5.00	4.0918	.99573
Expression 5, hub 1	98	1.00	5.00	4.1531	1.02898
Expression 1, hub 2	98	1.00	5.00	4.6633	.68780
Expression 2, hub 2	98	2.00	5.00	4.4388	.77415
Expression 3, hub 2	98	1.00	5.00	3.9082	1.01623
Expression 4, hub 2	98	2.00	5.00	4.5306	.67662
Expression 5, hub 2	98	2.00	5.00	4.5816	.68749
Expression 1, hub 3	98	2.00	5.00	4.7653	.51375
Expression 2, hub 3	98	2.00	5.00	4.5612	.67452
Expression 3, hub 3	98	2.00	5.00	4.5000	.63001
Expression 4, hub 3	98	1.00	5.00	4.1020	1.15312
Expression 5, hub 3	98	3.00	5.00	4.5918	.58919
Valid N (listwise)	98				

NPar Tests

Chi-Square Test

Frequencies

Expression 1, hub 1

	Observed N	Expected N	Residual
Strongly Disagree	1	19.6	-18.6
Disagree	1	19.6	-18.6
Ambivalent	11	19.6	-8.6
Agree	21	19.6	1.4
Strongly Agree	64	19.6	44.4
Total	98		

Expression 2, hub 1

	Observed N	Expected N	Residual
Disagree	3	24.5	-21.5
Ambivalent	10	24.5	-14.5
Agree	27	24.5	2.5
Strongly Agree	58	24.5	33.5
Total	98		

Expression 3, hub 1

	Observed N	Expected N	Residual
Disagree	11	24.5	-13.5
Ambivalent	13	24.5	-11.5
Agree	31	24.5	6.5
Strongly Agree	43	24.5	18.5
Total	98		

Expression 4, hub 1

	Observed N	Expected N	Residual
Strongly Disagree	1	19.6	-18.6
Disagree	6	19.6	-13.6
Ambivalent	20	19.6	.4
Agree	27	19.6	7.4
Strongly Agree	44	19.6	24.4
Total	98		

Expression 5, hub 1

	Observed N	Expected N	Residual
Strongly Disagree	5	19.6	-14.6
Disagree	1	19.6	-18.6
Ambivalent	12	19.6	-7.6
Agree	36	19.6	16.4
Strongly Agree	44	19.6	24.4
Total	98		

Test Statistics

	Expression 1, hub 1	Expression 2, hub 1	Expression 3, hub 1	Expression 4, hub 1	Expression 5, hub 1
Chi-Square ^{a,b}	139.755	73.510	28.531	60.265	75.571
df	4	3	3	4	4
Asymp. Sig.	.000	.000	.000	.000	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 19.6.

b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.5.

NPar Tests

Chi-Square Test

Frequencies

Expression 1, hub 2

	Observed N	Expected N	Residual
Strongly Disagree	1	24.5	-23.5
Ambivalent	6	24.5	-18.5
Agree	17	24.5	-7.5
Strongly Agree	74	24.5	49.5
Total	98		

Expression 2, hub 2

	Observed N	Expected N	Residual
Disagree	2	24.5	-22.5
Ambivalent	11	24.5	-13.5
Agree	27	24.5	2.5
Strongly Agree	58	24.5	33.5
Total	98		

Expression 3, hub 2

	Observed N	Expected N	Residual
Strongly Disagree	1	19.6	-18.6
Disagree	12	19.6	-7.6
Ambivalent	13	19.6	-6.6
Agree	41	19.6	21.4
Strongly Agree	31	19.6	11.4
Total	98		

Expression 4, hub 2

	Observed N	Expected N	Residual
Disagree	2	24.5	-22.5
Ambivalent	4	24.5	-20.5
Agree	32	24.5	7.5
Strongly Agree	60	24.5	35.5
Total	98		

Expression 5, hub 2

	Observed N	Expected N	Residual
Disagree	1	24.5	-23.5
Ambivalent	8	24.5	-16.5
Agree	22	24.5	-2.5
Strongly Agree	67	24.5	42.5
Total	98		

Test Statistics

	Expression 1, hub 2	Expression 2, hub 2	Expression 3, hub 2	Expression 4, hub 2	Expression 5, hub 2
Chi-Square ^{a,b}	138.816	74.163	52.816	91.551	107.633
df	3	3	4	3	3
Asymp. Sig.	.000	.000	.000	.000	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.5.

b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 19.6.

NPar Tests

Chi-Square Test

Frequencies

Expression 1, hub 3

	Observed N	Expected N	Residual
Disagree	1	24.5	-23.5
Ambivalent	1	24.5	-23.5
Agree	18	24.5	-6.5
Strongly Agree	78	24.5	53.5
Total	98		

Expression 2, hub 3

	Observed N	Expected N	Residual
Disagree	1	24.5	-23.5
Ambivalent	7	24.5	-17.5
Agree	26	24.5	1.5
Strongly Agree	64	24.5	39.5
Total	98		

Expression 3, hub 3

	Observed N	Expected N	Residual
Disagree	1	24.5	-23.5
Ambivalent	4	24.5	-20.5
Agree	38	24.5	13.5
Strongly Agree	55	24.5	30.5
Total	98		

Expression 4, hub 3

	Observed N	Expected N	Residual
Strongly Disagree	3	19.6	-16.6
Disagree	12	19.6	-7.6
Ambivalent	6	19.6	-13.6
Agree	28	19.6	8.4
Strongly Agree	49	19.6	29.4
Total	98		

Expression 5, hub 3

	Observed N	Expected N	Residual
Ambivalent	5	32.7	-27.7
Agree	30	32.7	-2.7
Strongly Agree	63	32.7	30.3
Total	98		

Test Statistics

	Expression 1, hub 3	Expression 2, hub 3	Expression 3, hub 3	Expression 4, hub 3	Expression 5, hub 3
Chi-Square ^{a, b}	163.633	98.816	85.102	74.143	51.816
df	3	3	3	4	2
Asymp. Sig.	.000	.000	.000	.000	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.5.

b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 19.6.

c. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 32.7.