



NORWEGIAN  
REFUGEE COUNCIL



2022  
Annual Report

# NRC Sudan



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# Foreword

Human suffering in Sudan increased in 2022, and our operations also scaled up and evolved.

Two years after a peace agreement and the closure of the international peacekeeping mission, civilians and internally displaced people are still in grave danger, as seen not only in large-scale episodes of violence in West Darfur and Blue Nile in 2022, but also the numerous smaller episodes that destroyed lives and livelihoods in many other states. Adding to the millions in protracted situation of displacement, more than 300,000 people were newly displaced by armed conflict in 2022. NRC staff were often on the front lines of providing emergency assistance to them.

Sudan continued to generously host a million refugees – mostly from South Sudan, Eritrea, and Ethiopia. But overall, support for refugee assistance, protection and solutions in Sudan remains weak. We diverted flexible resources to some of the most neglected refugee communities and demographics in Sudan, including encamped South Sudanese refugees in White Nile state and Tigrayan refugee youth in Gedaref state. The international community needs to step up support for refugees and host communities in Sudan, and the government of Sudan should refresh its law and policy to aid this.

This was the Norwegian Refugee Council's second full year of operation in Sudan. Through 300 staff, we assisted more than 248,000 people in some of the most desperate parts of the country – a 39% increase over 2021. But beyond our increased scale of work, our approaches also evolved – more and better partnerships, better use of local markets and economies, environmentally sound and regenerative designs, innovative policy and diplomatic advocacy, increasing use of digital technologies and data, improved systems for aid integrity and compliance, a more robust supply chain and fleet operation, and networked coherence across the humanitarian-development-peace-environment 'nexus'. Ultimately, in 2022 we have become a larger and more sophisticated programme.

It has been a humbling privilege to lead our team here over 2022. I have slept in refugee camps in the very East of the country and seen the early morning classroom routines for thousands of refugee girls and boys, and been part of emergency response teams to burned out villages in the very West of the country, and the spirit of our field staff and the resolve and tenacity of displaced survivors we are working to assist is always uplifting.

We could not have done any of this without support from our partners – local partners, suppliers and service providers, authorities, open-minded diplomats, technical partners, principled peer NGOs, supporters from the general public, community-based volunteers, and our donors. In particular, we thank the European Union, the governments of Germany, Norway, Sweden, Switzerland, and the United States of America, the United Nations agencies for refugees and children, and the Education Cannot Wait Fund for their compassion and critical resources for our country operation. Most importantly, I thank all the community-based volunteers that work with us – the countless, unsung small kindnesses and initiative that I have seen continue to fill me with hope and our responses with humanity.

For all of this, I'm proud, inspired, and immensely grateful. Thank you for your interest and support.



**William Carter**  
NRC Sudan  
Country Director





# Humanitarian situation

2022 marked another year of hardship, increasing violence and uncertainty for Sudan. The number of people facing hunger rose for the third year in a row, with 11.7 million in need of food assistance and livelihood support. As of the end of the year 15.8 million people, or a third of the population, were predicted to need humanitarian aid in 2023, the highest figure in a decade. The country's humanitarian response plan, however, was only 43 per cent funded, and most bilateral aid and financing remains frozen as a result of the 25th October 2021 military coup.

With the political and constitutional crisis dragging on for more than a year, the path to stability is uncertain. There has been limited progress in implementing measures to protect civilians from violence and facilitate durable solutions for those displaced, but the questions of

justice, reparation, land rights and access to natural resources - which are key drivers of conflict and displacement, and central to their resolution - are unresolved. The economic crisis has also continued to erode communities' resilience. Currency depreciation, inflation and the high cost of imports have affected the whole population. As of September, staple food prices were between 250 and 300 per cent above the previous year's levels, leaving the most vulnerable struggling to meet their basic needs.

Those needs were driven up by escalating conflict in 2022. Fighting spread from the Darfur region to the states of North, South and West Kordofan and Blue Nile, and civilians - including internally displaced people (IDPs) - were the target of extreme violence. Hundreds of villages were set ablaze, killing 991 people and displacing at least 310,328 people. Intercommunal violence also increased, breaking down social cohesion





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and communities' coexistence. As of the end of the year, Sudan was home to 3.7 million IDPs of whom 2.2 million had been living in displacement for between one or two decades. With half of the displaced population under 18, an entire generation of IDPs has grown up in settlements and camps.

The violence and displacement have affected many aspects of life. Crop destruction, the burning of markets and attacks on farmers have decimated livelihoods, increasing levels of hunger. Many of those who fled violence in the last two or three years live in overcrowded informal settlements or "gathering sites" in absolute destitution. Those displaced for a decade or more remain in decaying camps with minimal access to services. Children's education has been disrupted, with fewer learning opportunities in overcrowded and dilapidated classrooms, and IDPs have little access to civil

and legal documents, either because they never had them or them was destroyed or lost during attacks or subsequent displacement. This impedes their access to basic services and freedom of movement.

Sudan also hosts one of the largest refugee populations in Africa, with 926,000 people from seven countries. Despite the inherent difficulties in doing so, it kept an open door in 2022 and gave asylum to more than 52,000 refugees, mainly from South Sudan and Eritrea. Refugees, however, are one of the most vulnerable groups in the country. They have extremely limited rights, particularly in terms of freedom of movement and access to work, and as a result many depend on diminishing humanitarian aid. All refugees had their food rations halved midway through the year and funding for 2023 is further decreasing. Around 38 per cent of the refugees are restricted to camps. Many families are forced to choose between meeting their most basic needs or sending their children to school, and refugee youth live in limbo, particularly neglected by the humanitarian response.

Sudan is one of the countries most affected by climate change, but least equipped to adapt to it. Eighty per cent of localities suffer critical water scarcity and natural hazards such as drought and flash flooding. Climate shocks are expected to become more frequent, and at the same time environmental and climate degradation are not addressed. This increases intercommunal tensions over ever more scarce resources and fuels conflict, displacement and food insecurity.

Away from the headlines and global political attention, Sudan's humanitarian crisis is likely to remain one of the world's most neglected. Vulnerable populations, many of them survivors of war, genocide and prolonged violence at home and abroad, continue a daily battle to provide a meal and a future for their families, youth and communities. As 2023 opens on new uncertainties, particularly on the political and peace front, international solidarity is vital, not only to provide humanitarian and lifesaving aid, but also to invest in communities' resilience, self-reliance and coexistence.

# NRC in Sudan

The Norwegian Refugee Council is an independent humanitarian organisation that helps people forced to flee their homes. We work in crises across 40 countries, providing lifesaving and long-term assistance to millions of people every year.

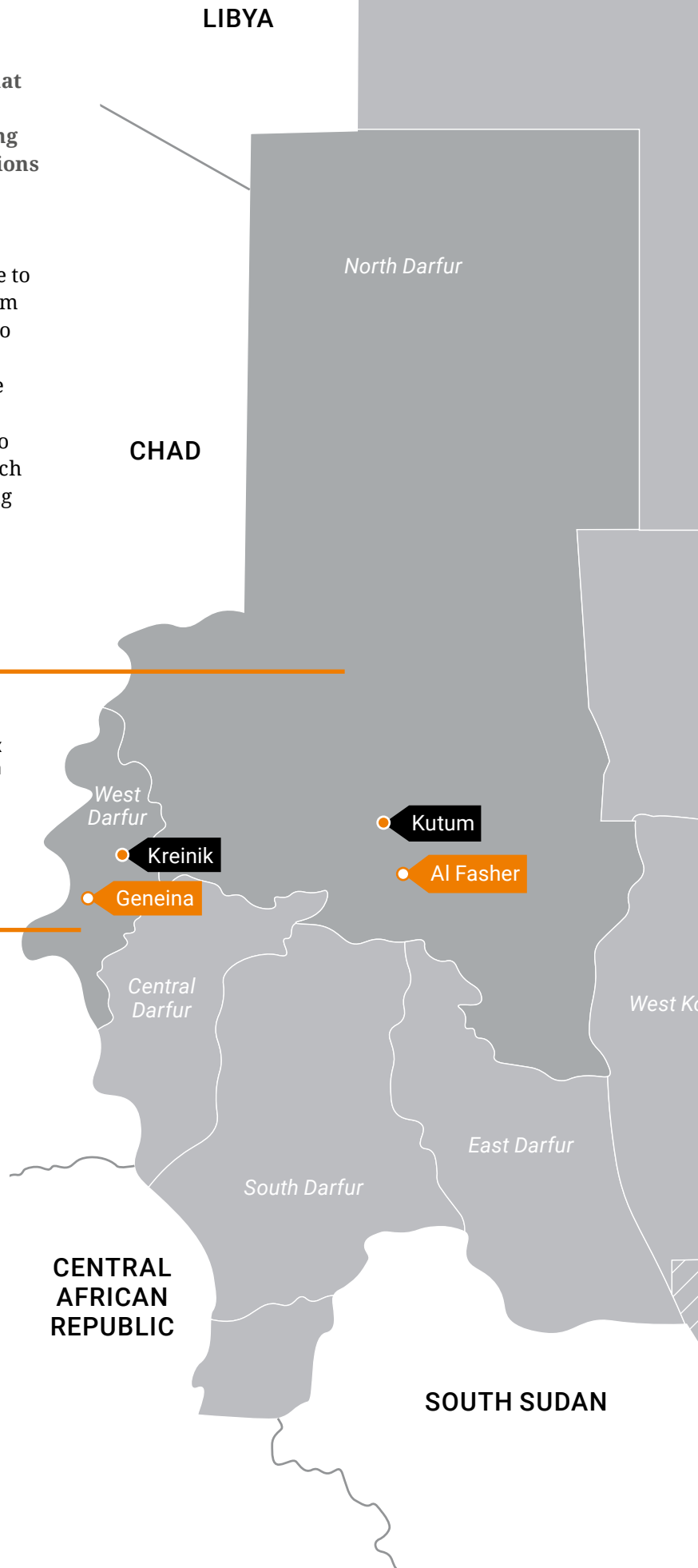
Three years after our return to Sudan, we operate across six states, delivering assistance to people affected by war and displacement. From responding to new emergencies to attending to protracted and neglected displacement situations, we strive to provide support where the most pressing needs are. Our offices are based in state capitals, but we do our utmost to reach vulnerable communities in hard-to-reach places by establishing field offices, dispatching mobile teams and working with a network of partners and volunteers.

**North Darfur** is affected by escalating violence and hosts the largest number of displaced people in Sudan, all stranded in decades-old camps. Thirty-six percent of its population are in need of humanitarian assistance, the third-highest figure in the country.

**West Darfur** has become the epicentre of escalating conflict over the past two years, with 345,187 new people displaced as result attacks against civilians. Forty-two per cent of its population need humanitarian assistance, the highest figure in the country.

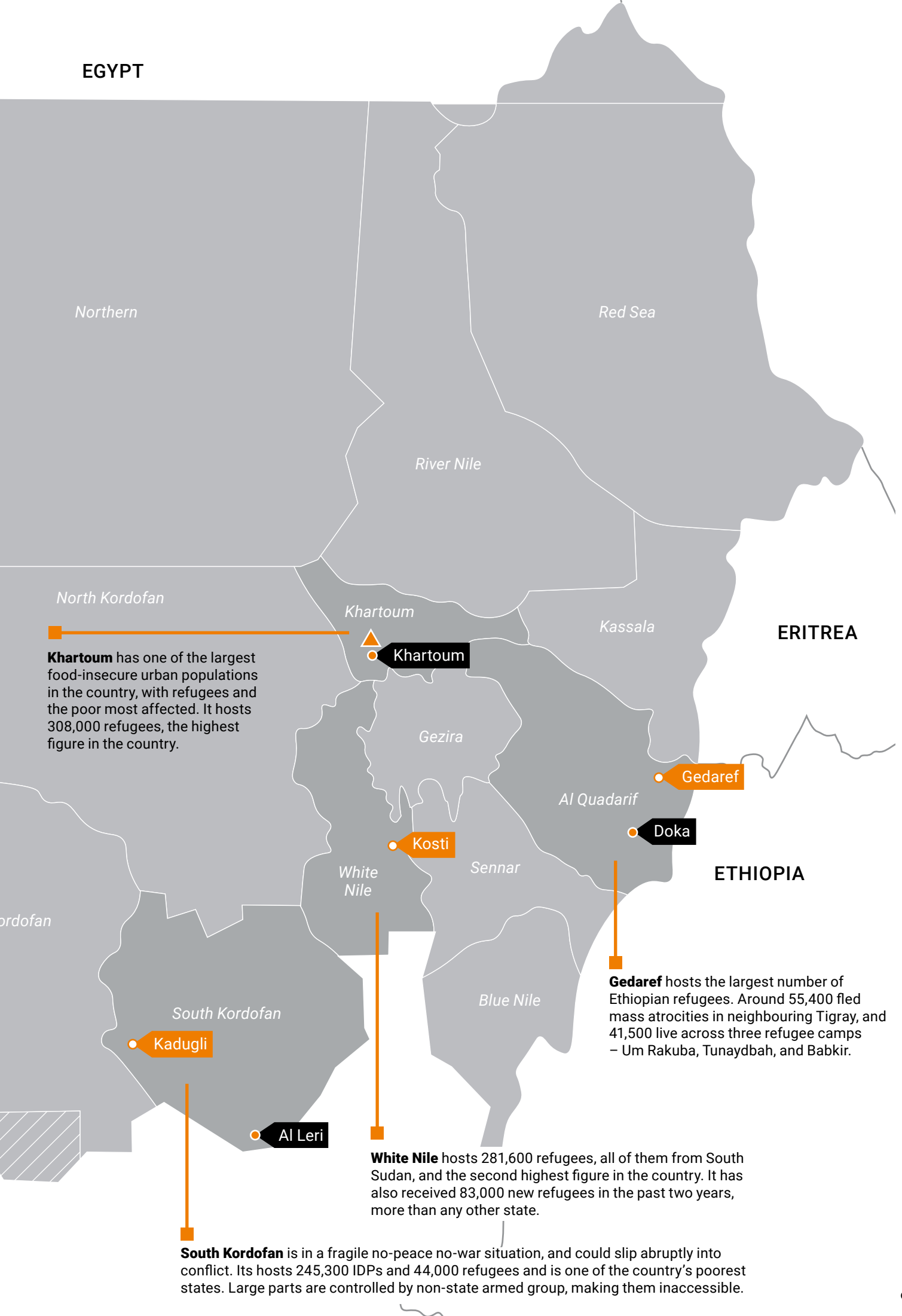
## LEGEND:

- ▲ Country office
- Area offices
- Field offices





# EGYPT



**Khartoum** has one of the largest food-insecure urban populations in the country, with refugees and the poor most affected. It hosts 308,000 refugees, the highest figure in the country.

**Gedaref** hosts the largest number of Ethiopian refugees. Around 55,400 fled mass atrocities in neighbouring Tigray, and 41,500 live across three refugee camps – Um Rakuba, Tunaydbah, and Babkir.

**White Nile** hosts 281,600 refugees, all of them from South Sudan, and the second highest figure in the country. It has also received 83,000 new refugees in the past two years, more than any other state.

**South Kordofan** is in a fragile no-peace no-war situation, and could slip abruptly into conflict. It hosts 245,300 IDPs and 44,000 refugees and is one of the country's poorest states. Large parts are controlled by non-state armed group, making them inaccessible.



# Our roadmap

We serve people affected by war and displacement across the country. Our objective is to alleviate their hardship, restore their dignity and protection and equip them to achieve durable solutions and self-reliance.

## From saving lives to building pathways to durable solutions

We deploy lifesaving emergency assistance in the aftermath of violence and disasters, support the resilience of affected populations and strive to strengthen protection from violence through impactful programming and advocacy. Where the effects of long-term displacement have taken hold, we contribute to minimising them by promoting durable solutions. We stand up for people forced to flee and promote and defend their rights and dignity.

## Putting people at the centre, with systemic approaches and programming enabled by digital technology

We strive to tackle displacement by applying community, systems and markets-based approaches that empower local stakeholders, including communities and the private sector, and place them at the centre of the response. We also invest in cash-based assistance and digitalisation as a means of not only expanding our reach, but also making our work more efficient and accountable to the people we serve.

## Working together for a better response

We deliver our services directly, but also in partnership with local and international organisations. We are committed to working collectively with the humanitarian, development and peacebuilding communities. We dedicate expertise and resources to improve the overall response while ensuring it is in line with humanitarian principles and standards.

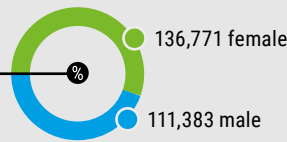


# 2022

## A SNAPSHOT

# 248,154

People reached in Sudan by NRC in 2022



Area Office	Total Refugee	Total IDPs	Total Vulnerable Host Community	Total Returnees
Khartoum & Kosti	41,088	14,866	13,346	849
South Kordofan	7,102	35,757	23,009	7,971
Gedaref	37,460	4,717	422	0
West Darfur	4	45,574	2,377	467
North Darfur	0	12,880	249	16
<b>TOTAL</b>	<b>85,654</b>	<b>113,794</b>	<b>39,403</b>	<b>9,303</b>

### OVERVIEW OF PEOPLE REACHED PER SECTOR AND LOCATION





# Our expertise



## Camp management and coordination

We work hand-in-hand with community organisations, local authorities and humanitarian partners to coordinate interventions and address assistance gaps in displacement camps and non-camp settings. This helps to reduce duplication, highlight priority needs and create a common evidence base to inform response planning and service provision for those displaced.



## Education

We work with the ministry of education to support formal and non-formal initiatives intended to provide children, adolescents and youth affected by displacement with appropriate and good-quality schooling in safe and protected environments. Our education response is multi-dimensional and covers school infrastructure and materials, teacher training and capacity building, and support for

parent-teacher associations (PTAs) and community leaders. NRC's flagship Better Learning Programme (BLP) also provides conflict-affected students and teachers with classroom-based psychosocial support, helping them to identify stress reactions, learn techniques to reduce symptoms of psychological trauma and improve their ability to concentrate and learn.



## Information, counselling and legal assistance (ICLA)

We help displaced and host communities to obtain legal documents such as identity cards and birth and marriage certificates so they have better access to services. We strengthen local mechanisms to resolve land and property disputes, empower displaced people to access decent employment and find solutions to their legal protection issues. We also build duty bearers' capacity to establish an enabling environment that allows the people we serve to understand and exercise their rights.





## Livelihoods and food security

We help displaced people and vulnerable host communities in areas with high levels of food insecurity to meet their basic food needs, and we work to improve income-earning opportunities through small-scale food production and smallholders’ access to markets. We also engage with small and medium-scale farmers and rural communities to make their livelihoods more sustainable by introducing them to innovative agricultural techniques and skills that equip them to cope with the effects of climate change and the scarcity of natural resources.



## Protection from violence

We strive to influence and mobilise the humanitarian community to invest in specialised protection and actively contribute to collective outcomes. We ensure this happens through monitoring and analysis as well as coordination and advocacy.



## Shelter and settlements

We provide adequate housing for displaced people. We support site allocation and preparation, distribute and pitch tents, and help to repair damaged shelters and build more durable ones. We also train communities in basic carpentry skills, provide technical support for flood mitigation and distribute essential relief and household items.



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## Emergency response

In the aftermath of a shock, we dispatch emergency response teams to survey needs and lead or contribute to rapid interventions. In collaboration and coordination with humanitarian partners and local authorities, we provide a first-line response that includes food, shelter, water and essential items, and which helps people cover their basic needs for up to three months while longer-term solutions are put in place.



## Water, sanitation and hygiene (WASH)

We support Sudan's efforts to promote community-led sanitation by providing household latrines and subsidised sanitary services and assisting in local hygiene campaigns. We also seek to engage local people, businesses and authorities in delivering WASH services. We provide and upgrade water infrastructure, improve sanitation and handwashing facilities and access to them, and support cholera preparedness across displacement sites. We also work in regenerative waste management practices to improve biodiversity.



## Advocacy

We advocate for displaced people's rights and protection. We press for better assistance and for decision-makers to facilitate lasting solutions to

displacement. We invest in consultations, field research and day-to-day engagement with communities to shed light on neglected humanitarian and protection issues. Our positions and policy recommendations are informed by the reality on the ground and by the people we serve. We ensure decision-makers in the country and beyond hear their voices.



## Digital and tech-enabled approaches

We have developed a digital hub that provides a communication channel between us and the people we serve. This enables them to tell us about their needs, ask questions, trigger emergency alerts, obtain referrals to specialised services, provide feedback and voice complaints. Digital community engagement gives us better access to information on which to base and scale up our interventions, and improves our accountability to millions of affected people.





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## Cash and market-based approaches

We design and deliver comprehensive emergency cash responses that enable displaced people to purchase their own relief items with dignity. As part of our efforts to integrate an advanced markets-based approach into our programming, notably in livelihoods and WASH sectors, we also empower local stakeholders, both public and private, to lead the response and strengthen host communities' local economies where possible, rather than bypass them.



## Coordination

We coordinate our activities through the cluster system, the Refugee Consultation Forum (RCF) and the Sudan INGO Forum. Our approach goes beyond participation to share our knowledge and expertise. We co-chair the housing, land and property rights sub-sector and the education sector's assessment working group, and we are a member of the strategic advisory groups for the protection, education, and food security and livelihoods sectors as well as the RCF. We also invest in state-level coordination in each of our areas of operation.

# Our achievements

## West Darfur

48,422 People Reached



We strove to support vulnerable communities in West Darfur, including victims of attacks against civilians, those stranded in cyclical displacement and those excluded from services. We provided lifesaving assistance for more than 100,000 displaced people living in the capital, Al Geneina, and helped to build their resilience, and we assisted those in hard-to-reach locations across the state, including Kreinik, Forobaranga and Kulbus.

- We consolidated camp coordination across all 108 gathering sites in Al Geneina. Through our sustained presence and community engagement, we identified humanitarian gaps promptly and coordinated services for displaced people, ensuring their voices, needs and protection were at the centre of the response. We helped to improve living conditions by increasing the of functional latrines from zero in June 2022 to 640 in November 2022, by leading cholera awareness-raising and cleaning campaigns. We also delivered fire risk reduction trainings across a dozen sites.
- We delivered legal and counselling assistance to displaced and nomadic communities across Al Geneina and Kreinik to facilitate their access to civil and legal documentation, particularly national ID cards and birth and marriage certificates. Almost 6,890 people participated in information sessions, 16 midwives and religious leaders were trained, 2,000 individuals completed their relevant legal procedures, and 787 civil and legal documents were delivered to them.

- We launched lifesaving emergency responses in the aftermath of two large-scale attacks that affected civilians in Kreinik, Al Geneina and Kulbus and a major flood in Foro Baranga. Thanks to the rapid response mechanism, 26,100 people received emergency cash and in-kind shelter and hygiene assistance within an average of 28 days from alert to response day.
- After the attacks in Kreinik, which destroyed most of the local markets, we worked with the chamber of commerce and local merchants to support their reconstruction. We focused on rebuilding eight small to medium-sized food and basic goods shops.
- We launched education-in-emergencies activities for children affected by the conflict in Kreinik. We supported formal government schools and conducted back-to-school campaigns across 24 facilities. We also trained 87 teachers and 37 PTAs in education practices and supported the opening of 4 Alternative Education Programme.
- We opened a field office in Kreinik, a town three hours' drive from Al Geneina that suffered large scale-attacks in December 2021 and April 2022 and which hosts 26,000 displaced people. We also began work on our latest core competency, protection from violence, in West Darfur.

**Local partners:** the Hope and Friendship for Development Organization (HOPE), the Darfur Development and Reconstruction Agency (DDRA) and Peace Lights For Rural Development (PLRD)

**Coordination and collaboration with:** the State Humanitarian Assistance Commission (HAC), the State Civil Registry, the judiciary, the State Ministry of Education and other humanitarian stakeholders, including national and international NGOs and UN agencies





## North Darfur

13,145 People Reached



We expanded our presence to North Darfur, supporting communities living in displacement for the past 20 years and those excluded from services. We supported pathways to self-reliance for displaced people by improving their access to basic services and supporting communities' ability to resolve disputes.

- We set up camp coordination activities across the major Zamzam, Al Salam and Abu Shouk displacement camps in the state capital of Al Fasher, which include 638,265 displaced residents. We strengthened community structures by setting up committees and repairing three centres for women and youth. Together, we mapped available services and mobilised assistance to fill gaps, particularly for people with special needs.
- We contributed to the issuance of 2,977 identity documents for vulnerable displaced people, enabling them to access vital services and 9,201 people participated in information sessions. We also trained 272 midwives and religious and community leaders on the importance of registering births and marriages.
- We trained 127 people on collaborative dispute resolution skills.

- We mapped communities' dispute resolution mechanisms, practices and institutions, both formal and informal, with a view to reinforcing their capacities to handle housing, land and property issues.

- We responded to emerging needs during the rainy season by providing lifesaving cash-based assistance for 3,456 people affected by flooding.

- We also conducted health awareness campaigns among 5,059 people with our local partner, Global Aid Hand.

- We coordinated with students, parents, teachers and the State Ministry of Education to roll out our education-in-emergencies programming for children affected by conflict and displacement in 8 schools.

- We trained 28 teachers on NRC Better Learning Programme.

- We opened a field office in Kutum, a town three hours' drive from Al Fasher that hosts more than 60,000 displaced people.

**Local partners:** the Darfur Development and Reconstruction Agency (DDRA) and Global Aid Hand (GAH)

**Coordination and collaboration with:** the State HAC, the State Civil Registry, the judiciary, the State Ministry of Education and other humanitarian stakeholders, including national and international NGOs and UN agencies



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## Khartoum

17,579 People Reached



We continued to support urban refugees and displaced people in Khartoum’s informal settlements, also known as “open areas”. Their populations are affected by food insecurity, the soaring cost of living and poor access to basic services. We minimised displaced people’s vulnerability and increased their access to services and humanitarian aid.

- ➔ We distributed cash-for-food assistance to 12,228 people, the vast majority South Sudanese refugees in Khartoum’s open areas.
- ➔ We contributed to the diversification of 198 vulnerable families’ diet and improved their consumption patterns through the distribution of commodity e-vouchers that are redeemed in local markets for agricultural inputs.
- ➔ We supported four formal schools hosting large numbers of refugee and host community students to boost access to education. We distributed teaching and learning materials for 2,303 learners, and trained PTAs in child-centred education practices.

- ➔ We continued our work on children’s psychosocial wellbeing through NRC’s flagship BLP, which uses classroom-based approaches and helps children to identify stress reactions and learn calming techniques.
- ➔ We used our digital communication hub to disseminate information on access to civil and legal documentation, reaching 37,523 people. Another 1,512 people received face-to-face information through civil registration campaigns across 3 ‘Open Areas’ and urban neighborhood of Khartoum. We also provided counseling services to 324 people on Legal Documents.

**Local partners:** the Hope and Friendship for Development Organisation (HOPE), Global Aid Hand (GAH), and the Baladna for Development Organisation

**Coordination and collaboration with:** the State HAC, the State Commission for Refugees (COR), the State Ministry of Education, the Civil Registry and other humanitarian stakeholders, including national and international NGOs and UN agencies





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## White Nile

52,570 People Reached



We increased our presence in White Nile to support South Sudanese refugees living in and outside camps, vulnerable host communities and people internally displaced by conflict. The state hosts Sudan's second largest refugee population, but it is chronically underserved so we worked to reduce the immense gaps in assistance, including through the release of a Multisector Needs Assessment of the state's ten refugee camps in collaboration with HAC and COR, and focusing on the most critical gaps – including WASH assistance and refugee education.

- ➔ We supported access to formal education for 8,534 children in schools serving refugees living outside camps, IDPs and vulnerable hosts. We worked with PTAs to create a safe and dignified environment for children's education by repairing classrooms, offices and water and hygiene facilities in 11 schools. We supplied furniture, distributed learning and recreational kits to children, trained parents and teachers in child-centred education practices and continued our BLP work.
- ➔ We delivered cash-for-food assistance to 9,003 South Sudanese refugees living in two

overcrowded camps to minimise the impact of food-aid cuts. We specifically supported vulnerable people, including female and elderly heads of household and pregnant women.

- ➔ We launched community-led WASH activities in and outside camps to instil good hygiene and sanitation practices among refugees, IDPs and other vulnerable communities. We combined this awareness raising with with the rehabilitation of 11 water points, the restoration of water sources and 145 communal and individual latrines and the distribution of hygiene kits, reaching a total of 24,770 people.
- ➔ We launched three emergency responses to support people fleeing into White Nile to escape seasonal flooding and conflict in neighbouring Blue Nile state. Via the rapid response mechanism, we provided 6,925 people affected by floods with immediate emergency assistance, and supported 3,502 fleeing the first wave of violence with multi-purpose cash or non-food items to meet their basic needs.

**Local partners:** Addition for Disaster Assistance and Development (ADD)

**Coordination and collaboration with:** the State HAC, the State COR, the State Ministry of Education, the State Ministry of Health, the State Ministry of Agriculture and Forests and other humanitarian stakeholders, including national and international NGOs and UN agencies.





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## South Kordofan

73,839 People Reached



We strove to support Sudanese IDPs and South Sudanese refugees stranded in displacement for a decade, as well as those fleeing recent conflict. South Kordofan is one of Sudan's poorest states, so our interventions were intended to reduce hardship and build self-reliance at the household and community level, including in hard-to-reach locations.

- We delivered cash-for-food assistance to 16,993 people severely affected by food insecurity. We reached displaced communities in remote locations such as Al Leri during the height of the rainy season, when food insecurity rates are higher but waterlogged roads mean less assistance is delivered.
- We provided 200 vulnerable households with e-vouchers to be redeemed at local markets for seeds, tools and small-scale farming equipment. This enabled families to become more self-reliant in terms of their food needs and make their diet healthier and more nutritious while supporting the local economy.

- We launched 7 emergency and lifesaving responses for people affected by floods and displaced by emerging conflict in neighbouring West Kordofan. Via the rapid response mechanism we distributed cash assistance and delivered emergency WASH support, including water points and latrines, to 21,806 people.
- We implemented education-in-emergencies activities for children affected by conflict in Kadugli and Al Leri. We conducted back-to-school campaigns across 22 schools, and trained 51 teachers and 76 PTAs in child-centred education practices. We supported 307 teachers with teaching kits and distributed 201 dignity kits to girls.
- We rehabilitated 6 water points, constructed a water infiltration gallery in Al-Leri and upgraded a water yard in the outskirts of Kadugli. WASH committees were also trained on the maintenance of the water points to ensure sustainability and we conducted awareness campaigns across communities. In total, 29,640 people were reached.
- We scaled-up our activities at our field office in Al Leri, one of South Kordofan's most hard-to-reach towns. It hosts the largest number of vulnerable South Sudanese refugees in the state, so we focused our efforts on providing food security assistance and water services in the area.

**Local partners:** Sudanese Organization for Relief and Recovery (SORR), CAFA Development Organisation

**Coordination and collaboration with:** the State HAC, the State COR, the State Ministry of Education, the State Ministry of Health, the State Ministry of Production and Economic Resources and other humanitarian stakeholders, including national and international NGOs and UN agencies



# Gedaref

42,599 People Reached



We continued to support refugees fleeing from the war in Ethiopia with activities in Gedaref's three main camps of Um Rakuba, Tenedydbah and Babikri. These were intended to establish dignified living conditions, create a path to recovery, improve the self-reliance of children and young people, and promote peaceful coexistence with host communities.

- We worked with 621 refugee volunteers, who were instrumental in delivering assistance to their communities in the camps, including when humanitarian organisations were prevented from entering them.
- We helped 4,780 children to access basic education across the three camps. We built or repaired four schools for 5,100 primary students, making a total of nine schools and 57 semi-permanent classrooms in two years. We distributed textbooks to more than 5,000 children and delivered certified English training to 150 teachers and school staff members. We also strove to reduce the gender gap in teaching by providing 50 female youth with extra training in child-centred education practices while continuing our BLP work.
- We provided safe spaces and opportunities for 362 young refugees to reconnect with their youth, learn new skills, access knowledge and attend to their wellbeing. We upgraded youth centres with solar power systems, provided digital and computer literacy courses for 1,000 young people so they can take advantage of online learning opportunities, and supported 24 sports teams with equipment and coaching. We also created a youth working group to improve coordination between humanitarian stakeholders working with young people.

- We delivered soft skills, business management and vocational training to 180 young refugees and host community members, based on a local labour market assessment. We also finalised arrangements to award 37 youth groups a grant to start their own small businesses.
- We built another 1,000 transitional shelters, making a total of 2,000 in two years, to improve living conditions in the camps. The shelters were constructed hand-in-hand with the refugee community, allowing camps residents to earn money and learn basic carpentry. We also distributed tents and emergency shelter kits to 19,806 people and household items including portable solar lights to 40,254.
- We prepared Um Rakuba camp to withstand the rainy season by constructing 100 pedestrian bridges and communal shelters, distributing pre-disaster kits and renting heavy machinery to clean drainage canals. We also supported a nearby host community village affected by seasonal flooding with tents and basic household items.
- We worked on mechanisms to resolve disputes between refugees and their host communities by identifying sources of tension, mapping existing community procedures and delivering information sessions to 1,038 refugees and 286 individuals from 5 neighbouring towns and villages. To improve Collaborative Dispute Resolutions, we trained 138 people and provided counseling to 58 others.
- Our emergency response team provided multi-purpose cash assistance to 1,653 people who arrived in Gedaref after fleeing conflict in neighbouring Blue Nile.

**Local partners:** Global Aid Hand and University of Gedaref, including the Faculty of Community Development and Women's Studies

**Collaboration and coordination with:** the State COR, the State Ministry of Education, the State HAC and other humanitarian stakeholders, including national and international NGOs and UN agencies





**CASE STUDY 1:**

**The Rapid Response Mechanism**





**6,515**

Kits  
distributed

**\$1,330,236**

distributed as multi-purpose  
cash assistance

**65,025**

people reached by the  
emergency response

With generous support from the Directorate-General for European Civil Protection and Humanitarian Aid Operations (ECHO), NRC and Save the Children in Sudan set up the country's first Rapid Response Mechanism (RRM) led by international NGOs to ensure people affected by recent conflict, rapid-onset disasters and public health emergencies have access to immediate lifesaving assistance.

In the aftermath of a shock, the RRM partners dispatch emergency teams to the affected area as early as possible to survey needs and lead or contribute to a harmonised first-line response in collaboration and coordination with local partners and authorities. The response includes multi-purpose cash assistance, shelter and non-food items, and WASH, health and nutrition interventions.

The RRM currently covers North Darfur, West Darfur, Central Darfur, South Kordofan, Blue Nile, Sennar, River Nile and White Nile, all of which have been increasingly affected by conflict and disasters and suffer severe shortages of humanitarian assistance.

With ECHO's funding complemented by the UN common stock pipeline, the Swedish International Development Agency and the German Federal Foreign Office, NRC has so far provided rapid emergency assistance to around 65,025 people via the RRM. With the input of Save the Children and the other international NGOs in the consortium, the figure reaches around 129,900 through 15 responses.

A common rationale shared by leading NGO responders has been key to providing structure and guidance to the consortium, and the development of an RRM toolkit has ensured standardised data collection and assessments to inform the responses. Investment has been made to train both field and country office staff in using the tools, which has made the teams more efficient in initiating timely interventions.

As such, the RRM initiative has contributed to the provision of coordinated humanitarian assistance to affected communities, particularly in Save the Children's core sectors of health and nutrition. The consortium has also strengthened advocacy and coordination through collaborative efforts to reach a wider audience.



**CASE STUDY 2:**

**Digitalisation  
and Innovation**

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## Digital Communication Hub

Since the full activation of our Digital Communication Hub (DCH) in January 2022, this innovative two-way information-sharing platform has improved communication with the people we serve and our accountability to them. The DCH provides information to displaced and hard-to-reach communities through voice calls and bulk SMS. Callers hear an interactive voice response (IVR), a set of pre-recorded audio messages available in English, Arabic, Tigrinya and Amharic by making selections on the keypad of their mobile phone. They are also able to leave messages to request further information, log and follow up on complaints and provide feedback.

The hub also enables us to conduct rapid assessments remotely, which has proved particularly helpful when targeting locations inaccessible because of security concerns during or immediately after a sudden displacement. We have used it to conduct remote market feasibility, post-conflict and connectivity need and usage assessments in West Darfur, North Darfur and South Kordofan as well.

As of the end of December, we had completed 37,523 outgoing calls with community members via the hub, including remote assessments, and sent out 4,217 bulk SMSs. The DCH also received calls from 3,305 unique callers and facilitated 3,276 complaints and feedback cases.

The DCH also has a hotline, which allows people affected by conflict, natural hazards and displacement to get in touch with us at any time and from anywhere. It has mostly received calls from people requesting assistance, which has enabled us to make referrals to programme teams in the areas affected.

But the hub is much more than an online hotline number. It is an innovative approach to humanitarian work that integrates components such as prompt data analysis, map generation and information management, using digital technology to meet the needs of affected people more rapidly and effectively.

## What other digital initiatives helped to improve our work?

We also piloted other elements of our wider digital programming in 2022. Our education team introduced a digital attendance tracking tool in nine schools supporting Ethiopian refugee children in Gedaref. This has helped to improve data accuracy and inform outreach campaigns targeting absent and out-of-school students to bring them back into education.

We introduced our Remote Area Community Hotspot for Education and Learning, or RACHEL, in youth centres. The device contains copies of education websites in offline format and can be deployed anywhere to deliver free content to nearby tablets, laptops or smartphones through a wireless network signal. This has enabled young refugees in Gedaref to access a range of educational opportunities, giving them greater flexibility in choosing their courses and the time they wish to attend.

Our site management teams began to roll out the GSM Association's mobile internet skills training toolkit (MISTT) for youth groups in Geneina's gathering sites. This provides a set of free resources to teach people the basic skills they need to get online using their smartphones. It uses a "train the trainer" approach and consists of short lessons available in video format that we have adapted to local needs and languages.

To help improve and diversify vulnerable households' consumption patterns and make their diet healthier and more nutritious, our food security team used commodity e-vouchers to distribute agricultural inputs through the RedRose platform, which provides families with safe access to small backyard gardens and engages them in horticulture to produce their own food.





**CASE STUDY 3:**

**Supporting Communities  
along the Humanitarian,  
Development, and  
Peace Nexus**



The humanitarian response in Sudan is one of the world's oldest. Despite decades of assistance, however, millions of people are still displaced and humanitarian needs are increasing again as a result of reigniting conflict and worsening environmental stresses. Displaced communities are still under attack and threat, and long-term camps and settlements are regularly flooded and have depleted local environments and natural resources.

Sustainable development and durable solutions to displacement are impossible without peace, not only in terms of a formal national process but also everyday peace within and between communities. So the need for coherence across the nexus of humanitarian, development and peace work in Sudan is clear.

NRC is a humanitarian organisation and our primary purpose is to alleviate the suffering of people affected by conflict, disasters and displacement, but we also work at the intersection of development and peace through initiatives to boost resilience, self-reliance, integration and inclusion. Some examples of our work in these areas include:

- ➔ Training refugee and host community youth in Gedaref in skills relevant to the green economy, such as solar panel installation and maintenance
- ➔ Piloting family and community-led initiatives in White Nile and South Kordofan that regenerate the soil and other ecosystems through passive water harvesting, increasing resilience and food productivity while improving environmental hygiene.
- ➔ Supporting collaborative dispute resolution within and between displaced and host communities in North Darfur and Gedaref
- ➔ Exploring and using local market-based approaches to water, sanitation, hygiene, seeds, educational materials and legal services
- ➔ Improving self-reliance, resilience and coexistence for displaced, conflict-affected and host communities in North Darfur and South Kordofan



We intend to scale up this work in 2023 with a set of piloting initiatives. We also work at the policy level on issues related to the causes of conflict and displacement, the synergy between protection and peace, and systemic barriers to durable solutions.





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# Advocacy

**Advocacy is an integral part of NRC’s response, equal in importance to our programming. We identify barriers that prevent people from exercising their rights and being safe, and take action to influence people in power to change laws, policies, and practices.**

In Sudan we advocate for the protection of civilians, as well as the removal of barriers to durable solutions for internally displaced people and to refugees’ self-reliance. We base our advocacy on evidence, including from our own programmes, field presence, research, and policy analysis. We are guided by people’s expressed needs and experiences and our direct dialogue with communities.

We repeatedly drew the international community’s attention to the escalating violence in Darfur and South Kordofan in 2022, highlighting its human and humanitarian cost and its toll on civilians. We also called for more assistance and investment for refugees, particularly in overlooked states such as White Nile, so they are able to exercise their rights to basic

assistance and self-reliance. We presented data and informational products to relevant humanitarian fora throughout the year, to help guide strategic attention and believe that improving the overall quality and flow of humanitarian information is also a prerequisite to improving the humanitarian response overall, beyond NRC’s own programming. In early 2022, we also facilitated ACAPS humanitarian scenario-building initiative for Sudan.

We are grateful to the hundreds of women and men across Sudan who have entrusted us with their stories of displacement, solidarity, resilience, and hope. We have worked with them to create articles, videos and image portfolios that portray their everyday lives and shed light on the humanitarian issues that need to be addressed. We are also grateful for our many donors and supporters, and have strived to share human interest stories based on the people our projects serve, and release multi-media content to explain the situation or our work to the broader public.



# Publications

## Humanitarian publications

### Reports:

- [Digital access and barriers in displacement-affected communities in White Nile, Sudan](#)
- [Digital access and barriers in displacement-affected communities in West Darfur, Sudan](#)
- [Sudan's White Nile camps - multi-sectoral needs assessment](#)
- [Sudan: Supporting digital payments in cash programming - August 2022](#)
- [The world's most neglected displacement crises 2021](#)
- [Global Report on Internal Displacement 2022](#)

### Updates and Humanitarian Snapshot:

- [Geneina gathering sites overview - June 2022](#)
- [Humanitarian snapshot May 2022: Post-conflict rapid needs assessment in Kreinik, West Darfur](#)
- [Humanitarian snapshot October 2022: Post-conflict emergency response - Blue Nile displacement to White Nile](#)
- [Humanitarian snapshot October 2022: Post-flood emergency Response – Foro Baranga, West Darfur](#)
- [Rapid response mechanism update: May - September 2022](#)

### Press releases:

- [Sudan: Tens of thousands flee after deadly attacks in West Darfur](#)
- [Sudan: Outcry over increasing violence in Darfur as villages are burnt to the ground](#)
- [Climate: Improving early warning to enable early action](#)

### Read stories from Sudan our Website:

[www.nrc.no](http://www.nrc.no)

Find our multi-media content and updates on Twitter, [@NRC\\_EAY](#) and [@NRC\\_Norway](#)



# Partnerships

We deliver our programmes directly across Sudan, but we also seek strategic partnerships through networking, cooperation, implementing agreements and consortium arrangements with local and international stakeholders. These complement and augment our technical competencies and contextualise our response approaches. Key to the success of this strategy has been to decide on how we can best support and work with local organisations, local market capacities, local and national authorities, and professional associations such as universities and local research institutions.

## Why does this matter?

With the growing gap between humanitarian needs and the available resources, it is essential for international organisations such as NRC to expand their collaboration with local stakeholders to make better use of complementary expertise and capacity in delivering assistance and services, and working towards systemic change that improves resilience, decreases risks, and strengthens local response capacities. Working with local NGOs and local institutions and mobilising their capacities has been a vital part of our global efforts to localise the provision of humanitarian aid.

## Where are we now?

Building on the local partnerships already in place from 2021, we have continued to develop our approach with the aim of ensuring collaboration with strategic NGOs across our programming – that is, partnerships not based on project implementation agreements, and rather a long-term commitment to work together, transfer skills and knowledge, and ideally implement multiple projects and services together. We established strategic partnerships with eight local organisations in 2022.

The following are examples of our local partners' work during the year:

- **Sudanese Organization for Relief and Recovery (SORR)** closely supports our education programming in South Kordofan. It conducted five social mobilisation campaigns in Kadugli at primary and secondary levels to improve the participation and attendance of children with disabilities, reaching 2,920 children. It also trained 27 teachers and 18 parents in pedagogy and positive parenting.
- **Hope and Friendship for Development Organization (HOPE)** provided 20 displaced women in Khartoum's open areas with vocational training in soap making as an income-generating activity.
- **Global Aid Hand (GAH)** organised and facilitated training in life skills for 180 young people in Gedaref, including 126 refugees, as part of our youth education programme in Um Rakuba camp.
- The **Darfur Development and Reconstruction Agency (DDRA)** was at the forefront of our legal protection programming in West and North Darfur, working with our teams to provide identity and civil documentation assistance to IDPs.
- The **University of Gedaref** supported our legal protection work through joint baseline assessments and the mapping of dispute resolution mechanisms.

On top of national partners, NRC is proud to partner in consortium with Save the Children, for our Education and Rapid Response Mechanism programs, as well as with Geneva Call for our protection activities. We have also collaborated with the Global System for Mobile Communications Association (GSMA), Social Enquiry and the EU Copernicus program, REACH Initiatives and ACAPS for our research projects.





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# Accountability to affected populations

Our approach to accountability to affected populations is based on consultation with communities as a process of using power responsibly, taking account of and being held accountable by the people we seek to assist. The basis for our programming is an initial understanding of communities' needs and their acceptance of us, which is maintained by close interaction and coordination with them.

As per NRC's framework for accountability to affected people, we design and implement projects with as much community participation and consultation as possible. Information sessions and community meetings, for example, give our team regular contact with people of concern who discuss their needs, preferences and grievances. We are also committed to transparency in terms of sharing information about our beneficiary selection and targeting criteria with affected populations and timely communication with other stakeholders, including local authorities and fellow humanitarian organisations.

We expanded our accountability mechanisms in 2022 by establishing various channels for the people we serve to provide feedback and lodge complaints. These include a toll-free hotline number, face-to-face meetings with our staff, help desks and suggestion boxes. Feedback and complaints are rigorously monitored to ensure the issues raised are addressed and the feedback loop is closed within an average of 36 days. We complement this with regular field monitoring exercises to assess the quality of services we provide and refine them based on the perspectives of the affected population.

To improve our approach to data protection, we have refined our online case management system, which tracks complaints and facilitates feedback and internal referrals, to ensure that information from all of our operational areas in Sudan is documented in a safe, cloud-based platform and is handled appropriately. We received and responded to more than 3,276 complaints and pieces of feedback in 2022.

# Our operation

## Our leadership and management

NRC Sudan has a Country Office in Khartoum, and five Area Offices around the country: West Darfur, North Darfur, Gedaref, White Nile, and South Kordofan. Some of the area offices also include a sub-office in a hard-to-reach or high-density area, such as in Kreinik (West Darfur), Kutum (North Darfur), El Liri (South Kordofan), and also in Khartoum. We work in a matrix management arrangement, with technical and support staff in our Country Office, and implementation staff in our Area Offices. The country management group comprises our five Area Managers, Heads of Programme and Support, Advocacy Manager, HSS Manager, and our Country Director.

NRC Sudan reports to our Regional Office for East Africa and Yemen, based in Nairobi, but work closely with our operations in South Sudan, Ethiopia, and Eritrea.

## Our people

Our diverse and skilled workforce is our most important asset. We have 297 employees across the country, including 40 international staff from 20 different countries - Burkina Faso, Ethiopia, France, Iraq, Ireland, Italy, Jordan, Kenya, Lebanon, Malawi, Niger, Nigeria, Norway, Pakistan, Palestine, Somalia, Tunisia, Uganda, the UK and Zimbabwe. The diversity of our workforce is testament to our commitment to promote greater mobility across NRC, given that half have taken their first-time international contracts after working for many years in NRC's other country operations as national staff.

Forty per cent of our Sudanese employees and half of our international staff are women. Our objective is to achieve balance in gender diversity and to respond to female staff members' needs and preferences. We also strive to provide opportunities for them to progress within the organisation.

Our learning and development portfolio includes a leadership programme and training in protection against sexual exploitation and abuse

(PSEA), anti-corruption measures, crisis management, and safe and inclusive programming. We also have a code of conduct, duty of care standards and a flagship induction course.

We prioritise our employees' safety and wellbeing. A total of 7 First Aid Trainings and 7 Hostile Environment Individual Safety Trainings (HEISTs) were conducted in Sudan in 2022, delivering a comprehensive health, safety, and security training to 131 Sudanese staff, which represent 45% of the national staff workforce. Of our international staff, 51% (20 staff) have received Hostile Environment Awareness Training (HEAT) within the last three years

## Our logistics & ICT capacity

In 2022, our logistic capacity considerably expanded. To strengthen our prepositioning system and allow a more timely emergency response capacity, we have set up a 10500 cubic meter warehouse in Khartoum. In addition, we have 6 warehouses in Gedaref, Geneina, Khartoum, Kosti, Abu Jubeiha, and Kadugli with prepositioned assistance material. To improve our lead time, and strengthen our procurement system, we initiated completed extensive prequalification process both in Khartoum and across all our offices. We implemented 46 framework agreements and trained our top 20 suppliers on our processes, accountability, anti-corruption and requirements to improve the quality of their services. In 2022, at least 17,031,485 USD worth of goods and services were procured through national and local vendors/ service providers.

On the ICT front, we rolled out a Digital Maturity Assessment across all our offices in order to leverage digital technologies to achieve our mandate. As first steps towards digital transformation, we set up a flexible, service-oriented, and well-integrated IT-architecture, improved digital skills among staff (with capacity building in Power Bi, and Data Protection) and fully integrated digitalization in our strategy and program (see case study 2).





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## Compliance

We established a risk and compliance unit in 2022. Among other tasks, it has been digitising our document archives and leading our auditing process, including our annual audit and five project audits. The annual audit, which is conducted by BDO Jordan, was again passed with an unqualified opinion. Minor findings prompted our teams to improve internal systems on timesheets and cost allocations.

The new unit also delivered PSEA awareness sessions to field staff and our casual workers, and anti-corruption training to more than 75 staff from local partners, contractors and suppliers. It also instigated 10 investigations, four into safeguarding issues and six into anti-corruption matters. The investigations team substantiated one case, and management took disciplinary action and corrective measures.

The risk and compliance unit will be further developed in 2023 through focused work on risk management and finalising the rollout of systems to ensure compliance and aid integrity.

## Our commitment to the environment

In line with NRC'S global ambition to reduce its carbon footprint, we in Sudan over 2022 launched our transition to clean energy and our commitment to cutting our CO2 emissions by dedicated expertise and resources to the solarisation of our facilities across the country.

Sudan receives abundant insolation with high irradiation, making it particularly suitable for the generation of photovoltaic energy. The country's energy market, however, does not have a wide range of renewable products available and prices are highly volatile, which makes the deployment of green energy solutions challenging.

We are nevertheless committed to decarbonising our operations and reducing our over-reliance on diesel generators. According to our initial assessment, diesel generators emit between 2.4 and 2.8 kilogrammes of CO2 equivalent per litre of fuel burned and account for 14 per cent of our overall greenhouse gas emissions.

By the end of the year we had installed 90KW hybrid solar systems in all of our facilities across the country, and we will continue to pursue our efforts in 2023 to reduce our environmental impact and significantly cut our spending on diesel, which is in short supply and subject to high inflation.

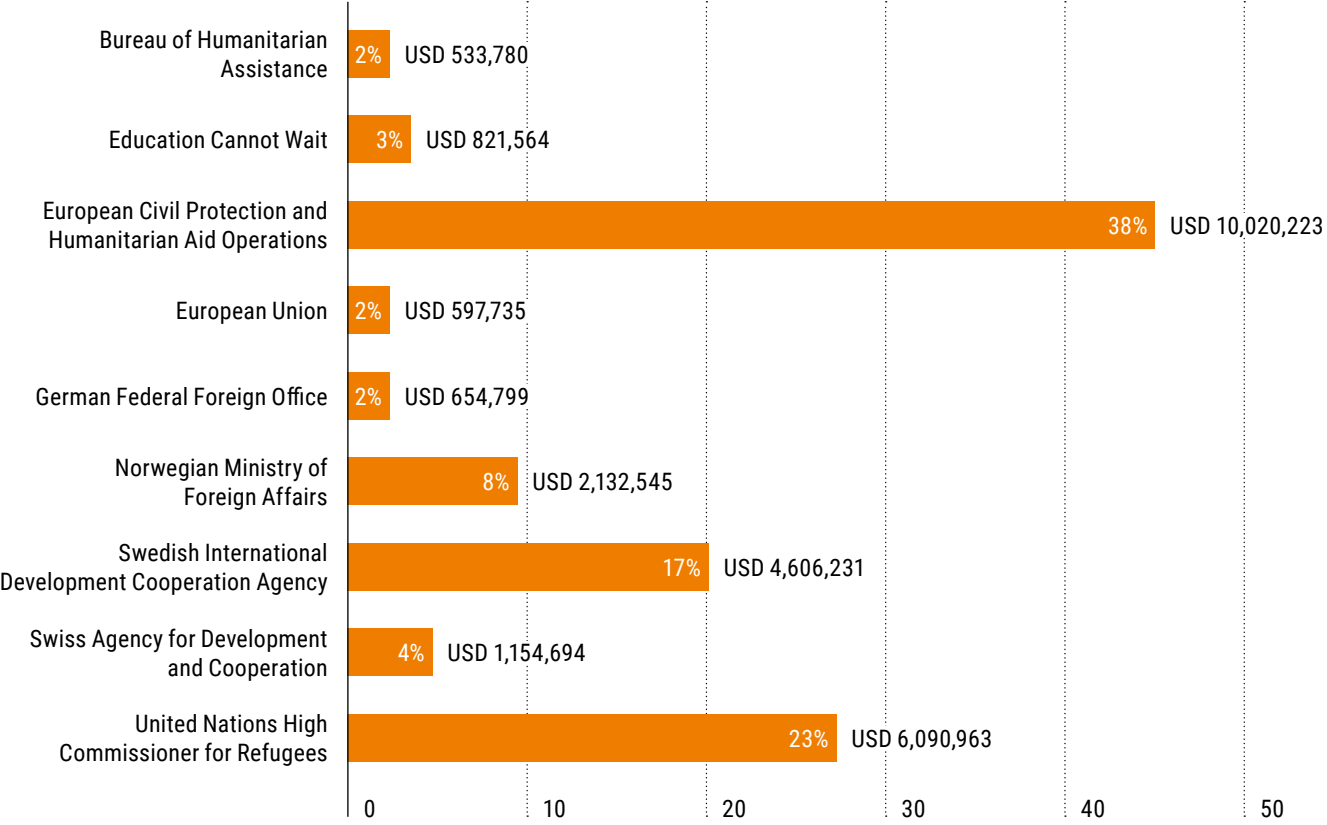
In 2023 we are focusing also on improving our supply chain and fleet management practices and overall waste management, as well as undertaking environmental assessments as part of our programme cycle and increasing our efforts for community-led biodiversity regeneration around areas of programme implementation.





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# Our Funding









NORWEGIAN  
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