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**Southern Sudan Emergency Response 1990: Proposed UNICEF Interventions**

UNICEF

1990

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**SOUTHERN SUDAN EMERGENCY RESPONSE**  
**1990**



**Proposed UNICEF Interventions**



**unicef**

UNICEF / OLS, Nairobi

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## EXECUTIVE SUMMARY

In April 1989, Operation Lifeline Sudan was launched, with UNICEF as lead agency, spearheading a United Nations emergency effort to prevent a repeat of the 1988 famine in Southern Sudan which had led to the loss of some 250,000 civilian lives from starvation and disease.

The continuing conflict led to the need for areas under Government control to be serviced from Khartoum, Sudan's capital city, while areas under the control of the Sudan Peoples Liberation Movement, were, and continue to be, serviced from the South, with OLS (Southern Sector) being based in Nairobi. UNICEF continues to be the lead agency for those areas under the control of the SPLM and will continue to be assisted by the World Food Programme (WFP) in the provision of food aid, from the Southern Sector.

In 1989, due to Operation Lifeline Sudan's response to the continuing emergency situation, there were no reports of famine-related deaths. While the threat of mass civilian deaths from famine and epidemics has been contained, there is no room for complacency if the emergency situation is to be resolved and a repeat of the 1988 famine avoided.

The efforts of OLS in 1989 prevented a recurrence of famine. They also highlighted the limitations of relief, making it clear that unless agriculture is rehabilitated and the people of the region enabled to grow their own food, famine will quickly recur.

The vast majority of famine deaths in 1988 resulted from not only malnutrition, but epidemics arising from poor health care, low EPI coverage, and lack of potable water. Malnutrition exacerbated all the other problems. Most of the 250,000 famine deaths in 1988 resulted from disease. Many of them were children, victims of measles and other diseases easily preventable by vaccination.

Operation Lifeline Sudan Phase II aims at breaking the circle of famine deaths, destitution and absolute dependency on relief food by assisting famine victims in Southern Sudan to regain the capacity to feed themselves, avoid the epidemics that accompany famine, and promote basic health. If the threat of mass deaths, particularly among children, is to be contained, all these issues must be addressed in an emergency mode.

In view of the above, the main areas of activity envisaged in the second phase of Operation Lifeline Sudan are: health, including child vaccination and Essential Drug delivery; Water Rehabilitation; Agriculture Rehabilitation; Education; Planning and Social Statistics; and, Logical Support for all the above.

# Programme Activities

## Health

The health programme, emphasizing primary health care, will establish a health service accessible to the majority of the population through preventable activities, as well as, curative efforts aimed at the most widespread diseases. It will aim at moving health priorities along lines of decentralized, low-cost community-directed health services. This programme will emphasize the reduction of child mortality from preventable, controllable and curable diseases, try to give children better opportunities for harmonious mental and physical development, and contribute to improvement of the health of pregnant women, and reduction of maternal mortality.

### Project 1

#### Expanded Programme of Immunization

The child immunization programme aims: to increase immunization coverage of Under-Fives and women of child-bearing age to an acceptable level and achieve 75 percent coverage for measles by the end of 1990; to extend vaccination services to infants and women of child-bearing age in rural areas; and, to build in SRRA the capacity to take over management and monitoring of the programme.

### Project 2

#### Essential Drug Programme

The Essential Drug Programme aims: to reduce child mortality and morbidity from widespread curable diseases, such as diarrhea, respiratory infections, malaria, trachoma and intestinal parasites, by ensuring access of the rural population to adequate essential drugs; to reduce the consequences to pregnancy of anemia and malaria by ensuring access for all women to Ferrous sulphate and malaria prophylaxis and treatment.

Standard guidelines will be developed for the treatment of widespread curable diseases, and primary health care will be based on a network of Community Health Workers capable of providing simple curative care.

### Project 3

#### Training

The Training project will help to ensure proper delivery of simple preventable and curative care at the community level: by training an adequate number of community health workers; by providing refresher and upgrading courses to improve the quantity of health work; and to develop SRRA health management skills and promote a more public health-oriented approach.

The project will provide assistance in designing curriculae for health staff, and training and promotive material. It will also assist NGOs in organizing the logistics for training courses and seminars, and in developing or rehabilitating training facilities.

## Project 4

### Upgrading of Health Facilities

As most health centres and MCH centre buildings have been damaged by war or prolonged lack of maintenance, a minimal level of physical rehabilitation and provision of basic equipment will be needed to make them operational. This project will repair and provide basic equipment for 20 to 30 of the health and MCH centres which were functioning prior to the outbreak of war. Some of these health facilities will be equipped with cold chain facilities in support of the immunization effort.

## Water

The Water Rehabilitation Programme aims to diminish the prevalence of water-borne diseases, a major cause of mortality and morbidity in Southern Sudan, particularly among children. The prevalence of water-borne diseases has increased significantly since the outbreak of war due to the loss of many of the existing sources of clean water such as pumps, water yards and filtration plants. The Water Rehabilitation Programme aims to ameliorate the situation through three projects: Hand Pump Maintenance; Water Yard Repair and Borehole Drilling.

## Project 1

### Hand Pump Maintenance

There are currently only three SRRA handpump maintenance teams operating in Eastern Equatoria. This project aims to strengthen the SRRA Water Department to ensure planning, coordination and reporting of handpump maintenance.

The project will ensure training and equipment for at least 20 additional pump repair teams, enhance community involvement in handpump caretaking and maintenance, survey some 1,000 previously installed handpumps in Eastern Equatoria and 200 in the Yirol and Akon areas, and repair those still serviceable.

The office of the SRRA Water Coordinator and water offices in Torit and possibly Yirol will be upgraded with suitable staffing and equipment, and a handpump training unit installed in Kapoeta. UNICEF will fund a training adviser, provide training materials, equip the trained repair teams and make available sufficient spares for repair and maintenance of at least 300 handpumps.

## Project 2

### Water Yard Repair

Water yards and filtration plants have been destroyed or damaged in various district capitals and administrative centres in large areas of Southern Sudan. This project aims to increase the quality and quantity of water supplies in towns and other population centres through the repair of existing water yards. The project will repair and ensure maintenance of proper functioning of at least 10 water systems mainly in Upper Nile region. UNICEF will support training for repair/maintenance personnel and supplies of spares, fuel and oils, to ensure continued operation of the water systems. ✓

## Project 3

### Borehole Drilling

Many of the 2,200 borehole handpumps installed in Equatoria and Bahr El-Ghazal regions have been damaged beyond repair along with many of the boreholes. Some areas, as well, have never had borehole drilling programmes. This project will increase the quality and quantity of potable water through drilling 150 new borehole wells in Eastern Equatoria and Upper Nile regions and equipping them with India Mark II handpumps. Suitable contractors will be identified to drill 100 boreholes in Eastern Equatoria and 50 in Upper Nile region, on a turnkey basis, and SRRA personnel will be trained on-the-job in pump installation and related tasks.

## Nutrition

Since the 1988 famine, Southern Sudan has had a fragile nutritional status with young children and pregnant or lactating women particularly at risk. Poor nutritional status in turn, contributes to increased morbidity and mortality from epidemics.

At the start of OLS, several feeding centres were established to ensure supplementary feeding of malnourished children. When the general food situation improved, most of the feeding centres were closed. However, nutritional levels are fluctuating making continuous monitoring necessary. In 1989, therefore, UNICEF carried out a nutritional survey covering most of the SPLA-held areas.

The nutrition programme aims to reduce malnutrition and mortality among under fives; reduce the threat of malnutrition to children's physical and mental development; and, establish nutritional surveillance as a famine easily warning system through:

## Project 1

### Technical assistance

A nutritionist will ensure proper operation of feeding centres; introduce basic principles for nutritional programme monitoring and supervision; assist SRRA in establishing early warning systems for famine; and, in analysing causes of malnutrition. Nutrition surveys will be conducted three times a year by SRRA with UNICEF assistance. Where there is no acute food shortage, other causes of malnutrition will be identified, and the question of specific deficiencies will be studied by SRRA and UNICEF.

## Project 2

### Supplementary feeding

The project will open or reorganize feeding centres in areas with high rates of malnutrition. UNICEF and NGOs will assist qualified SRRA personnel in operation of the centres. UNICEF will provide supplementary foods to exist and new feeding centres and incentives for feeding centre staff.

## Project 3

### Project support

The project will ensure smooth running of feeding centres, regular delivery of supplementary foods and facilitate programme monitoring and nutritional surveillance, through: providing vehicles for food transport and monitoring; other support materials such as survey kits and stationery; and, materials for - 6 - necessary repair of buildings used as feeding centres. Administrative support will be provided for processing of data collected from nutritional surveillance.

## Project 4

### Training

The project will improve effectiveness of feeding centres; equip SRRA personnel with skills needed to conduct nutrition surveys; and, prepare Community Health Workers to help in prevention and detection of malnutrition.

UNICEF will assist in training some 30 SRRA feeding centre personnel; introducing MCH staff to growth monitoring and prevention of malnutrition; and, training SRRA feeding centre supervisors in survey methodology. A training course for supervisory and management level will be organized by the nutrition officer. UNICEF will also provide training and promotive material for health education.



# Education

The war in Southern Sudan has deprived an entire generation of children of basic education. While most facilities have been destroyed, the people, and especially the children see education as an essential need, and in a few areas, schools have been set up by local volunteers under trees and in the ruins of former schools, but books and other materials are virtually non-existent. A school programme will provide the first element of stability in the lives of most of the children who have suffered physically and psychologically from the war.

In 1989, UNICEF and various NGOs began supplying limited amounts of exercise books, pencils, chalk and blackboards to some areas in support of local self-help educational efforts, though many children had to be turned away due to lack of supplies. In order to avoid a 'lost generation', UNICEF will promote the development of sustainable basic education programmes, with emphasis on the village level.

## Project 1

### Upgrading Primary Schools

This project aims to provide such basic education supplies as exercise books, pencils, chalk and blackboards to, initially 50, and eventually 150 primary schools, benefitting some 30,000 children. This support will be extended to community-based primary schools, based on self-reliance. UNICEF will promote inclusion of basic health education in the curriculum.

## Project 2

### School Rehabilitation and Construction

The project will assist in rehabilitation of existing schools, encourage communities to construct new schools, and provide a limited amount of materials for reconstruction of SRRA Education Office accommodation. Communities and parents' groups will be encouraged to provide labour for rehabilitation of existing school buildings and construction of new ones. While the project will assist in limited construction materials, such as nails, etc., the emphasis will be on use of local building materials.

## Project 3

### Teacher Training

The civil war has destroyed the civil administration in the target area, and most civil servants, including teachers, have sought refuge elsewhere. Education workshops held in the target area reveal that only 10 percent of the persons interested in teaching had previous training.

This project aims to improve the quality of teaching through teacher training and to improve the efficiency of the primary education system through

management training for headmasters and supervisors. Teacher training modules are currently being developed with UNICEF. The project will provide training materials, transport and camping equipment for a mobile teacher training unit to be established within the SRRA Education Department.

A teacher training centre will also be established at Kapoeta for residential training of headmasters and certain other personnel. UNICEF will provide funds for equipment and for running workshops.

## Food Security

Civil war and natural disasters have left much of the population of Southern Sudan on the brink of famine. In 1989, a massive relief effort by Operation Lifeline Sudan prevented a repeat of the 1988 disaster. But the basic problems remain. It is only through provision of essential resources from outside that displaced and destitute farm families can be enabled to resume or intensify food production and break the cycle of destitution, famine and relief.

### Project 1

#### Food Production

The project will provide essential farm inputs - 1000mt of seeds and some 200,000 hand tools to 55,000 families in Eastern Equatoria, and Bor, Pibor, Ayod, Waat, Akobo and Abwong districts, to enable them to resume food production. These inputs need to be in place before the onset, in May, of the rains which render much of the area inaccessible to road transport.

UNICEF will provide other essential equipment and engage at least three additional farm officers to ensure the proper distribution and monitoring of farm inputs. An assessment of the programme will be carried out before and after the harvest.

### Project 2

#### Cattle Vaccination

This project will provide protection to the livestock which are primary source of food for a large proportion of the population. In 1989, the United Nations, the International Committee of the Red Cross and NGOs, conducted an extensive cattle vaccination campaign in accordance with the Pan African Rinderpest Campaign guidelines, with UNICEF implementing the campaign in areas outside the ICRC mandate. As cattle vaccination is a high priority for the SRRA cattle vaccinators are granted access to areas that are otherwise closed. By combining EPI with cattle vaccination, EPI teams were able to gain access to the cattle camps and the large numbers of children who live there. The improved access to children and the sharp increase in EPI coverage has made cattle vaccination/EPI one of the successful strategies to protect the lives of children in Southern Sudan.

The project will provide vaccination for at least 300,000 cattle. UNICEF will assist the SRRA Veterinary Department to design and implement cattle vaccination campaigns, provide cold chain, syringes and other equipment, and train SRRA cattle vaccination teams. The project will link cattle vaccination with EPI.

### Project 3

#### Fisheries

This project will help to increase food production in the areas along the Nile and Sobat rivers and in the Sudd, where fishing is the primary source of food, but has diminished due to lack of fishing equipment. The project will provide fishing lines and nets to riverain populations in the areas of Nimule, Kajo Keji, Juba, Bor, Kongor, Ayod, Nasir and appropriate locations.

## Planning and Social Statistics

Due to the civil war and the destruction of the former administrative structures in the SPLA/M controlled areas of Southern Sudan, most of the former civil servants have taken refuge elsewhere. Since then the administrative role has been largely taken over by the Sudan Relief and Rehabilitation Association.

As the lack of planning, administrative and management experience of the SRRA administrators adversely affected UNICEF and NGO assisted relief and rehabilitation programmes, UNICEF found it necessary during 1989 to assist SRRA, the only channel for relief operations, to begin developing their potential. Since then, regular meetings and workshops have been held on education, health and other relevant subjects. This proposal aims to further increase the capacity of the SRRA to improve administration of non-food relief programmes, and the planning and execution of sustainable rehabilitation programmes.

### Project 1

#### Technical Assistance

A UNICEF project officer will be posted in Kapoeta to assist relevant SRRA personnel in implementation of UNICEF-supported programmes, rehabilitation of administrative infrastructure and design of food for work programmes. Emphasis will be placed on institutional support for SRRA.

## Project 2

### Institutional Support

The project will assist SRRA in administration of relief, accounting and reporting, project planning, improving resource management, identification of vulnerable groups and development of early warning systems. A department of planning and social statistics will be established within SRRA which will conduct field surveys and prepare a situation analysis with UNICEF assistance. Workshops will be held on management, and related areas. UNICEF will assist SRRA in building up a relevant library, provision of audio-visual equipment and holding of workshops on management and related areas.

## Project 3

### Rehabilitation of Infrastructure

It is necessary to strengthen SRRA field offices to ensure proper planning, coordination and integration of relief and rehabilitation programmes.

The project will assist up to 10 SRRA field offices in principal towns such as Torit, Bor, Nimule, Kongor, etc. in rehabilitation of appropriate buildings and provision of necessary equipment to enable them to function effectively. The UNICEF input will be used to supplement locally available resources.

## Project 4

### Provision for Food for Work Programmes

The project will accelerate the rehabilitation effort by establishing food for work programmes to enlist the efforts of an important and untapped unskilled labour force who have no access to means of production, but could make an important contribution to various rehabilitation efforts. UNICEF will assist SRRA in identifying suitable projects and request WFP and NGOs to make food available. UNICEF will provide necessary implements such as hand tools, wheelbarrows, transport and other equipment and materials.

## Emergency Rehabilitation

Even before the civil war began in 1983, the Southern Sudan had an almost total lack of physical infrastructure and social services. By April 1989, what little had existed had been destroyed, and half of the population were displaced, destitute and threatened with a recurrence of the famine that had claimed 250,000 lives in 1988. In the absence of any effective administration, implementation of the relief programme required creation of a symbiotic relationship between UNICEF and NGOs in which UNICEF provided the NGOs with material support and affiliation with OLS to facilitate their operations, while the NGOs implemented essential programmes to assist

UNICEF to prevent mass civilian death from famine and epidemics. In 1989, the threat was controlled but it still remains, making it necessary for UNICEF/OLS to continue to be prepared to provide emergency relief to avoid death and unnecessary suffering of civilians in Southern Sudan.

### Project 1

#### NGO Support, Non-formal Education & Social Services

The project will continue providing logistics support to NGO personnel and good transiting through Lokichogio to Southern Sudan; provide seed money to NGOs and serve as catalyst for resumption and promotion of social services in SPLA-held areas through regular coordination meetings with NGOs to ensure uniformity of objectives and standardization of programmes. Regular workshops and meetings on specific subjects will be held at field level with SRRA counterparts, and seed money will be provided to smaller NGOs to initiate programmes tied to specific interventions in support of UNICEF's global objectives.

### Project 2

#### General Relief

The project will provide emergency relief supplies to avoid death and unnecessary suffering to civilians in Southern Sudan in view of the recent upsurge in fighting, and preposition ample stocks of basic relief commodities at Lokichogio to enable prompt response to mass displacements of civilian populations. Bulk relief supplies will be brought by sea and in view of the long lead times involved, orders will be placed as soon as funding is secured. Some funds will also need to be set aside to ensure flexibility in case of disaster requiring offshore procurement and airfreight.

### Project 3

#### Transport and logistics

The project will ensure essential transport and logistics in a region where the few roads and bridges that existed have been destroyed through war and neglect and road transport is paralyzed for much of the year, and provide a safe haven for relief personnel in case of intensification of fighting. UNICEF will maintain one Twin Otter aircraft at Lokichogio for the duration of the relief operation to ensure timely delivery of relief goods and transportation of technical personnel and monitors to project sites. A second aircraft will be required for six months to assist in acceleration of EPI, control of epidemics and delivery of seeds and hand tools to sites inaccessible by road. The Lokichogio camp will be maintained and a transit and prepositioning point for relief goods and personnel. ✓

## Project 4

### Administrative, Personnel and Finance Support

Since the inception of OLS, the UNICEF Regional Office and Kenya Country Office have provided vital support in such areas as procurement, payments, etc., but the two offices have been able to fully meet OLS's urgent needs. The project will provide effective support to OLS in administration, personnel and finance; provide a structure geared towards self-sufficiency and emergency operations. The Finance Unit and the Supply and Logistics Unit will be strengthened with additional staff, a disused building in the United Nations complex will be rehabilitated as offices for OLS in order to bring together the OLS staff in one place and facilitate the flow of work.

#### Summary of budget requirements

##### Health

|  |              |
|--|--------------|
| Expanded Programme of Immunization     | 1,775,000 \$ |
| Essential Drug Programme               | 1,270,000 \$ |
| Upgrading Health Facilities            | 680,000 \$   |
| Training (Health Manpower Development) | 450,000 \$   |
| Subtotal                               | 4,175,000 \$ |

##### Water

|                      |              |
|----------------------|--------------|
| Handpump Maintenance | 1,075,000 \$ |
| Water Yard Repair    | 200,000 \$   |
| Borehole Drilling    | 1,300,000 \$ |
| Subtotal             | 575,000 \$   |

##### Nutrition

|                       |            |
|-----------------------|------------|
| Technical Assistance  | 75,000 \$  |
| Supplementary Feeding | 340,000 \$ |
| Project Support       | 250,000 \$ |
| Training              | 40,000 \$  |
| Subtotal              | 705,000 \$ |

##### Education

|                                      |            |
|--------------------------------------|------------|
| Upgrading Primary Schools            | 240,000 \$ |
| School Rehabilitation & Construction | 100,000 \$ |
| Teacher Training                     | 60,000 \$  |
| Subtotal                             | 400,000 \$ |

Food Security

|                    |              |
|--------------------|--------------|
| Food Production    | 1,875,000 \$ |
| Cattle vaccination | 216,000 \$   |
| Fisheries          | 50,000 \$    |
|                    | 2,141,000 \$ |

Planning & Social Statistics

|  |            |
|--|------------|
| Technical Assistance                   | 75,000 \$  |
| Institutional Support                  | 150,000 \$ |
| Rehabilitation of Infrastructure       | 150,000 \$ |
| Provision for Food for Work Programmes | 100,000 \$ |
| Subtotal                               | 475,000 \$ |

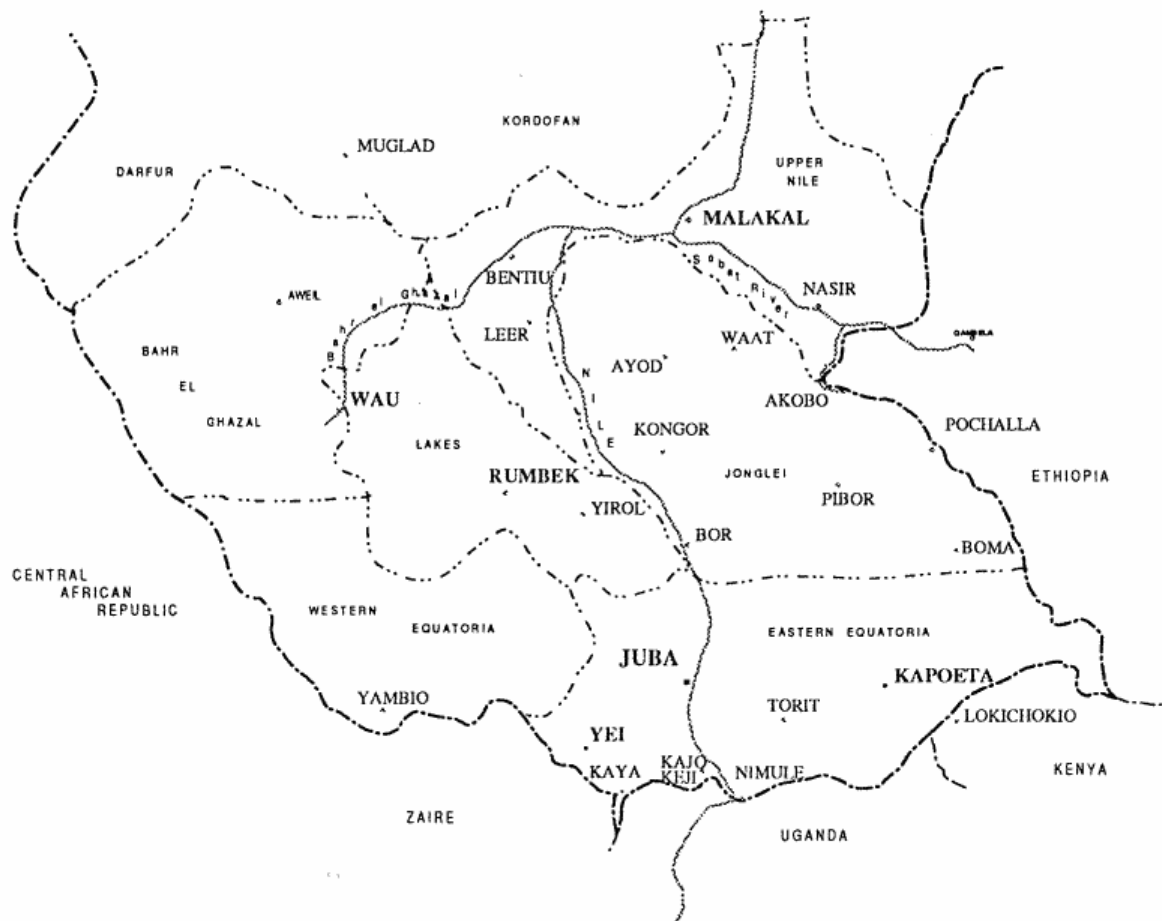
Emergency Rehabilitation

|  |              |
|--|--------------|
| NGO support, Non Formal Education &<br>Social Services | 700,000 \$   |
| General Relief   | 500,000 \$   |
| Transport and Logistics                                | 2,230,000 \$ |
| Administrative, Personnel &<br>Finance Support         | 1,149,000 \$ |
| Subtotal   | 4,579,000 \$ |

PROGRAMME TOTAL

15,050,000 \$  
=====

# SOUTHERN SUDAN



0 50 100 150 200



KILOMETERS



# HEALTH

## Background

The inhabitants of Southern Sudan have been victims of civil war for most of the past thirty four years. The first war lasted for nearly seventeen years and after an eleven year interval was followed by another armed conflict, now entering its seventh year.

Even before the renewed outbreak of the hostilities, Southern Sudan had some of the world's highest rates of mortality and morbidity among children and women. The limited progress in provision of health services achieved in the period from 1972 to 1983, was almost entirely swept away by the war which led to destruction of infrastructure, loss of health staff, and curtailed development and delivery of even the most basic health services. Immunisation against vaccine preventable diseases has broken down completely, and the South Sudan Primary Health Care Programme, initiated in 1976, which had reached a successful implementation level in areas such as Torit district, was totally disrupted. Hospitals and health centers suffered heavy damage and most of the medical equipment was removed.

Therefore, child survival and harmonious growth and development remain seriously threatened by numerous health hazards. Especially in conflict situations, malnutrition and crowding of populations facilitate the spread of communicable diseases and compound their effect, as shown by the death of 8,000 children in Aweil during the summer of 1988, caused by the combination of measles and malnutrition. But many more thousand children have died during the seven years of civil war, from diarrhoea, respiratory infections, malaria, measles and other diseases. Others have been crippled by polio or trachoma. Much such deaths and suffering could have been avoided through immunisation or treatment with inexpensive basic drugs.

## Review

By the beginning of 1989, the rural and town population in SPLA controlled areas of Southern Sudan was left without even the most basic health services.

With the assistance of the international community, Operation Lifeline Sudan has given the Sudan Relief and Rehabilitation Association the opportunity to re-establish some basic elements of a health infrastructure. Despite the SRRA's emphasis on hospital rehabilitation, which drains scarce human and financial resources, rural health care is expanding through constant advocacy by UNICEF and NGOs. The SRRA is beginning to realize the importance of decentralization, low cost, community based health services.

The new primary health care approach has been adopted from the one designed in 1976, and includes accelerated child immunisation, provision of essential drugs, rehabilitation of the rural health infrastructure and training as the basic projects.

## General Objectives

- To reduce child mortality from preventable, controllable and curable diseases
- To give children in Southern Sudan better possibilities for harmonic mental and physical development
- To lay the ground for an improvement in pregnant women's health conditions and a reduction maternal mortality
- To integrate child immunisation, provision of essential drugs, and training programme within a primary health care approach using practical, low cost, family and community based methods.

## Project 1

### Expanded Programme of Immunization

#### Introduction

Before 1989, the promotion of immunisation activities had never been emphasized in areas now administered by the SPLA, and it is estimated that only one percent of, or even less, children under five have ever been fully immunised.

At its inception in April 1989, Operation Lifeline Sudan with the SRRA as main implementor launched programmes to re-establish immunisation facilities and services for populations at risk in SPLA controlled regions, namely in the whole of Eastern Equatoria and Bor, Pibor Post, Boma, Kongor, Yirol, Akon and Leer areas. UNICEF provided vaccines, coldchain, other immunisation equipment, and logistical support. Each district capital has been equipped with fridges and freezers, and portable kerosene fridges were used for long field trips. ICRC and NGOs have been mobilized to train vaccinators and to monitor the progress of the programme.

Prior to the Government of Sudan's flight ban into rebel held territory in November 1989, over 115,000 children were vaccinated with at least the first doses of DPT and OPV, and most of them against measles. Additionally, 30,000 women of child bearing age were inoculated with tetanus toxoid. The ban was followed by inoculation of about only 8,000 children in November compared to 24,000 in the previous month. The achievement pattern continued to deteriorate due to intensification of fighting and consequent inaccessibility of parts of Eastern Equatoria and Upper Nile.

Reversal of this trend requires a joint integrated, co-ordinated effort in partnership between SRRA, UNICEF and NGOs, using alternative approaches and maximized utilization of existing resources to strengthen and accelerate the immunization programme. It is therefore a particular challenge, to raise within 12 months Southern Sudan's immunization coverage to a level that other countries had have several years time to achieve - to meet the goal of Universal Child Immunization by 1990.

#### Specific Objectives

- To accelerate immunization against measles and achieve a coverage of 75 % of all under five's in accessible areas controlled by the SPLA/, by the end of 1990.
- To extend vaccination services to include immunization against Tuberculosis, Diphteria, Pertussis, Tetanus and Polio for all infants, and with tetanus toxoid for women in child-bearing age.
- Polio for all infants, and with tetanus toxoid for women in chilbearing age.
- To establish an EPI unit within the health department of the SRRA, with particular focus on acceleration of activities
- To enhance the catalytic participation, of the SRRA in, heightening EPI awareness and increasing, consumer demand amongst target population.
- To assist SRRA in strengthening the capacity of indigenous immunisation.
- To assist SRRA in preparation of a health education curriculum to be used in primary schools, in social mobilization messages and radio spots for EPI acceleration.
- To assist SRRA in improving EPI monitoring mechanisms.

- To lay the ground for an eventual integration of EPI into rural health infrastructure.

### Strategy

A dynamic approach will be taken that first secures commitment to Universal Child Immunization (UCI) from the highest levels within SRRA and subsequently strengthened demand-side-planning for EPI acceleration that utilizes SPLA/M and NGO administrative, communication and social mobilization structures.

Similarly, UNICEF will assist SRRA in supply-side-planning, encompassing the mapping of infrastructure, cold chain planning, calculation of vaccine and syringe requirements, personnel requirements, design and implementation of reporting and recording systems and other provisions.

Through the provision of technical assistance, UNICEF will advocate for EPI acceleration at SRRA headquarters and at field levels. While SRRA will be responsible for identifying suitable candidates to staff a new EPI unit within their health department, UNICEF and NGOs will assist in orientation and training of personnel.

In order to raise awareness, knowledge, level of commitment and shared perception for support of the accelerated campaign, UNICEF will sponsor acceleration seminars and workshops, and provide relevant publications, films, and videos for SRRA HQ consumption. The new knowledge will then be disseminated through the line of command to field locations and nurtured at the grass roots level.

UNICEF and NGOs will assist SRRA in the design of a field survey to assess interest in an accelerated EPI campaign and to identify existing resources and commitment among members of the SRRA secretariat, SPLA commanders, Civil/Military administrators, Paramount chiefs and sub-chiefs. This survey will also be directed at outposted NGOs to assess from the field perspective, past difficulties in the execution and co-ordination of the immunization programme. The results will be used to identify and strengthen demand-side-components essential to programme acceleration.

Social mobilization and public awareness of the benefits of immunization will be enhanced by promoting the dissemination of EPI messages through SPLA/M radio, and assisting SRRA in formulating a relevant health education curriculum to be used at primary schools. It will be accompanied by an intensive programme support communications effort, which, for instance, will utilize the community health workers network to identify non-immunized children and sensitize households to the importance of immunization.

Immunization opportunities will be multiplied through establishment of cold chain facilities and provision of regular vaccine supplies to health and MCH centres.

The number of vaccination teams will be increased, and each team assigned a specific area of coverage where regular visits will be scheduled to all vaccination sites. In addition to the existing teams in Torit, Bor, Kapoeta and Boma, additional 12 mobile teams will be trained for these districts as well as new areas like Nasir, Ayod, Waat, Pochala and others. NGOs will assist SRRA in the implementation of the software aspects of the training programme, while UNICEF will provide necessary training materials. UNICEF will also provide transport to all new mobile teams.

The motivation of vaccination teams will be increased by encouraging their participation in planning and scheduling of events, and feedback on their achievements. Efficiency will be increased by replacing the currently used incentive scheme with a bonus system linked to performance.

In order to measure progress of the immunization programme, UNICEF will assist the SRRA EPI unit to conduct mid-term coverage surveys. Strategy modification and programme acceleration will be discussed on base of the findings.

UNICEF has made it clear that its work with women and children at risk does not imply support for either side in the conflict. In addition, the emphasis on openness and transparency in the operation is geared to avoid giving the appearance of supporting separate development in North and South Sudan. In this spirit, immunization figures from SPLA controlled areas are designed to be incorporated into the overall immunization figures and statistics of the National EPI Programme, in order to provide a total picture of immunization activities in the Sudan.

### **Budget**

|                                   |                     |
|-----------------------------------|---------------------|
| Cold Chain equipment              | 200,000 \$          |
| Disposal syringes and needles     | 175,000 \$          |
| Vaccines                          | 180,000 \$          |
| Immunization cards                | 65,000 \$           |
| Transport                         | 370,000 \$          |
| Freight                           | 95,000 \$           |
| Upgrading EPI stores in districts | 150,000 \$          |
| EPI promotion materials           | 15,000 \$           |
| Training courses for vaccinators  | 50,000 \$           |
| Management training seminars      | 20,000 \$           |
| Programme support communications  | 50,000 \$           |
| Radio programmes                  | 30,000 \$           |
| Incentives for vaccination teams  | 50,000 \$           |
| Technical assistance              | 75,000 \$           |
| Operational costs, fuel, etc.     | 200,000 \$          |
| Monitoring and evaluation         | 50,000 \$           |
|                                   | <u>1,775,000 \$</u> |
|                                   | =====               |

## Project 2

### Essential Drug Programme

#### Introduction

The nonavailability of essential drugs to the South Sudan population has caused the death of many children from common diseases such as respiratory infections, malaria and diarrhea.

In April 1989, UNICEF began supplying basic and supplementary medical kits to accessible areas but the drugs were often held back for use in the Kapoeta and Torit hospitals. The rehabilitation of rural health centres and primary health care units however and their adequate staffing has increased the need for a supply of essential drugs to decentralized health facilities where their adequate utilisation is now guaranteed.

#### Specific Objectives

- To reduce child mortality rates and decrease the consequences to child health and growth, of widespread curable diseases such as diarrhea, respiratory infections, malaria, trachoma, intestinal parasites, by ensuring access of the rural population to adequate essential drugs.
- To reduce the consequences to pregnancy of anemia and malaria by ensuring access for all women to ferrous sulphate and malaria prophylaxis and treatment.

#### Strategy

UNICEF will assist SRRA in development of standard drug lists for use in health centres and MCH centres, as well as in Primary Health Care Units.

Similarly standard guidelines will be developed for the treatment of widespread curable diseases.

A primary health care strategy will be developed with a network of Community Health Workers capable of providing simple curative care, notably:

Recognition and treatment of malaria with chloroquine.

Recognition and treatment of lower tract respiratory infections with antibiotics.

Recognition and treatment of eye infections with tetracycline eye ointment.

Promotion at the household level of the early use of ORS to avoid dehydration caused by diarrhea.

Provision of regular essential drug supplies to Primary Health Care Units, Health Centres and MCH centres will be ensured and logistic support provided for the transport.

To assist in upgrading district hospitals and providing them with adequate drug and basic equipment to enable them to function at referral and supervisory level.

To establish a morbidity and mortality reporting system at each level of health care to enable the collection of relevant information and allow adaptation of the essential drug strategy.

The target of this project will be the reopening and regular supply with drugs of an approximate number of 150 Primary Health Care units and 30 Health Centres and MCH centres, mostly in Eastern Equatoria Province (Kapoeta and Torit districts), but also in Bor district and if accessibility is restored in Northern Junglei and Southern Upper Nile (Nasir, Ayot, Waat).

While UNICEF provides most of the drugs regularly to South Sudan, the revitalization of Primary Health Care and identification of the sites where Primary Health Care Units, Health centres and MCH centres be rehabilitated, needs close cooperation between SRRA, UNICEF, NGOs. SRRA has submitted a proposal for an adaptation of the 1976 PHC programme to present circumstances, which has been discussed and endorsed by all parties.

The transport of the drugs and basic equipment will be ensured by UNICEF to the district capitals (Kapoeta, Torit, Bor ...). From there, the supplies will be dispatched to the rural centres under the responsibility and supervision of the SRRA or NGOs involved in PHC. More vehicles will have to be provided to facilitate the regularity of supplies and avoid shortages.

Feedback from the peripheral level will be provided by the disease reporting form and through regular supervision from the district. Supervision will be organised temporarily by NGOs and will include training of Sudanese supervisors to eventually take over monitoring tasks.

### **Budget**

|   |                     |
|---|---------------------|
| Provision of essential drugs                            | 670,000 \$          |
| Basic equipment   | 110,000 \$          |
| Provision of transport<br>(drug supply and supervision) | 210,000 \$          |
| Seminars and workshops                                  | 5,100 \$            |
| Administrative support                                  | 10,000 \$           |
| Operational costs                                       | 115,000 \$          |
| Technical assistance                                    | 149,900 \$          |
|   | <u>1,270,000 \$</u> |
|   | =====               |

## Project 3

### Training (Health Manpower Development)

#### Introduction

SPLA/M administered areas of South Sudan suffer a dramatic lack of health staff. Most of the qualified staff have fled to more secure places, mainly the Ethiopian refugee camps or the towns now under control of the Government.

At a lower level, community health workers, nurses, medical assistants and other health staff often have seen their studies interrupted before completion or have been out of working for many years, leading to deterioration in their working capacity.

From the beginning of Operation Lifeline Sudan, it has appeared obvious that revitalization of the primary health care programme and delivery of essential preventive and curative care to the rural areas depended on the prompt training or retraining of primary health workers. In 1989, NGOs had already begun organizing refresher courses and the training programme is being expanded in response to the needs.

#### Specific Objectives

- to ensure proper delivery of simple preventive and curative cares at the community level with emphasis in coverage of rural areas by training an adequate number of community health workers.
- to enable health staff to assume their responsibilities and increase the quality of their work by providing refresher and upgrading courses.
- to develop SRRA health management skills and promote a more public health oriented approach.

#### Strategy

Assistance will be provided in designing curriculae for various kind of health staff (or readapting prior curriculae).

UNICEF will provide training and promotion materials (books, stationary, booklets, posters ).

UNICEF will assist SRRA and NGOs in organizing training courses and seminars and in develop or rehabilitating training facilities.

Emphasis will be put on training of community health workers and traditional birth attendants. To this end, a 9 months (in accordance with the duration of the Sudanese Government CHW training course) course will be set up in each of the district capitals i.e. Kapoeta, Torit, Bor. The course will consist of 2 theory periods of 3 months interrupted by a 3 months practical period into the field where Community Health Workers will be placed in their original communities.

Provided more suitable candidates can be identified by SRRA, 60 to 100 new community health workers could be trained by the end of the year, in addition to previous community health workers who could be sent back to work after a 6 weeks refresher course.

A curriculum has been prepared for traditional birth attendants and 6-8 weeks training courses will be provided in Torit and Kapoeta through NGOs. A major difficulty lies in the

women's status which normally does not allow them to leave their families for the required period, however UNICEF and NGOs will advocate for the TBA programme.

Another priority is to provide refresher courses for medical assistants available in Torit and Kapoeta districts as well as upgrading courses for rural nurses who used to work under the responsibility of Medical assistants and will now be asked to replace them in the health centres.

Nursing care in hospitals is generally left to unqualified health staff with very low standards of hygiene and technical knowledge. In order to increase the quality of hospital basic care to an acceptable level, a 3 month course for "hospital attendants" has been developed jointly by SRRA, NGOs and UNICEF and will train about 60 students in 1990.

Due to a lack of Sudanese trainers, most of the courses will be organized by NGOs. Curriculum and duration of the various courses are being decided upon in the committees bringing together SRRA, NGOs and UNICEF. Suitable candidates are usually identified by SRRA which also provides food for the students under training. In Torit, however, the nursing school is run entirely by Sudanese staff and about 10 nurses will be graduated in 1990.

Once trained health manpower is available, UNICEF will assist SRRA in planning a balanced distribution of staff between urban hospitals and rural health centre.

Since none of the health workers will receive salaries SRRA or civil administration in order to ensure the quality of work. The interest and motivation of health staff, UNICEF will assist in provision of incentives.

At least 2 workshops or seminars will be held during the year to strengthen SRRA capacity on health planning and management. The promotion of new approaches and policies with emphasis on community based, low cost health care as opposed to hospital care is essential to refocus the priorities of SRRA's Health Coordination office.

### **Budget**

|   |            |
|---|------------|
| Training materials                      | 150,000 \$ |
| Health education material               | 75,000 \$  |
| Administrative support                  | 30,000 \$  |
| SRRA Health Coordination Office Support | 20,000 \$  |
| Rehabilitation of training facilities   | 60,000 \$  |
| Transport                               | 68,000 \$  |
| Operational costs                       | 47,000 \$  |
|   | <hr/>      |
|   | 450,000 \$ |
|   | =====      |



## Project 4

### Upgrading of Health Facilities

#### Introduction

Most health centres and MCH centre buildings have been damaged by the fighting or by prolonged lack of maintenance. Almost all equipment and often doors and windows have been removed or vandalised.

A minimum level of physical rehabilitation and provision of basic equipment (furniture, medical equipment) is necessary to make them operational.

#### Specific Objectives

- to rehabilitate intermediate health facilities such as health centres and MCH centres which could be used as the referral level for the primary health care units and would provide expanded decentralised services for women and children.

#### Strategy

About 20 to 30 of the health centres and MCH centres which had been functioning prior to the war will be renovated and equipped. About 70 health centres suitable for rehabilitation have been already identified by the SRRA. In districts where no hospital facilities exist at present i.e. Bor, Boma, Nasir, the upgrading of health centres and MCH centres is a priority because they often represent the only available health facility.

Adequate staffing and drug supplies will be through the essential drug and training projects.

Some of these health facilities will be equipped with cold chain equipment in support of the accelerated child immunization programme.

The provision of incentives will be considered by UNICEF to ensure high level of interest and motivation of the health staff and to avoid commercial use of drugs, as no salary is paid.

Medical equipment will be provided by UNICEF. Making of furniture from local available materials will be encouraged as well as community participation to provide manpower for construction work.

The level of health care and the kind of drugs to be provided to these health facilities will be discussed in the health committee.

#### Budget

|                               |                   |
|-------------------------------|-------------------|
| Construction material         | 255,000 \$        |
| Transport costs               | 80,000 \$         |
| Equipment                     | 165,000 \$        |
| Incentives for health workers | 30,000 \$         |
| Operational costs             | 60,000 \$         |
| Bicycles                      | 5,000 \$          |
| Vehicles                      | 85,000 \$         |
|                               | <u>680,000 \$</u> |
|                               | =====             |

# WATER

## Background

Southern Sudan has extensive water resources, though in many cases they are neither regular or well-distributed. The great river systems of the Nile, Bahr El Ghazal and Sobat provide copious supplies of water though not always in ideal amounts. Flooding is a yearly problem around the Sudd swamp, seasonal drought is common in areas beyond the floodplains.

Overall the quantity of water is adequate, but its distribution and quality is often poor: the most common source of water is from surface streams, ponds and hand-dug shallow wells which are easily contaminated.

The provision of boreholes with pumps, particularly handpumps, was seen as an important issue by the government, NGOs and donor agencies in the period from the mid-1970s to the early 1980s. With UNICEF and Norwegian Church Aid assistance, some 2,200 India Mark II handpumps were installed in Bahr El Ghazal and Eastern Equatoria, and a maintenance system established. This rural water supply infrastructure has been almost totally destroyed.

The prevalence of water-borne diseases causing morbidity and death, particularly in children, increased significantly during the years of war. This resulted from the loss of many sources of clean water, i.e. handpumps, diesel driven waterpumps, wateryards or filtration plants, due to breakage, sabotage, or lack of spares and fuel. Some areas, notably vast tracts of Upper Nile and Jonglei provinces had never had a drilling programme.

No overall assessment has yet been made of the siting of handpumps, filtration plants or wateryards within the SPLA/M administered area, but from available data indicates that at least 80% of all India Mark II handpumps are non-functional and many of them beyond repair. Within the whole of Jonglei province (180,000 square kilometers), there are only three known working diesel pumps.

## Review

During 1989, UNICEF began providing limited quantities of spare parts for India Mark II handpumps and tools to southern Sudan. Though the SRRA had no structure for water maintenance and planning, some handpump technicians with previous training through UNICEF- or NCA-assisted programmes were identified. The majority of the previous water maintenance personnel have left the south to seek employment and security elsewhere.

The few available technicians began repair of handpumps, with little or no supervision. Quite unexpectedly, more than 130 handpumps were successfully repaired by the end of the year, mainly in the Kapoeta, Torit, Yirol and Akon areas. However, the work was carried out on an *ad-hoc* basis, and hampered by lack of transport. Attempts to ensure regular reporting of activities were unsuccessful and there is no comprehensive information on the location of repaired pumps, or of those definitely beyond repair.

The first workshops were held in Torit and Bor, in late 1989 to gather known handpump technicians, SRRA staff and potential new trainees, and to discuss future programming directions.

Other activities during 1989 included the occasional supply by UNICEF of spare parts and fuel for diesel operated pumps.

The NGO Medic drilled 30 new boreholes mainly in Kapoeta area, all of which were equipped with India Mark II handpumps.

### **General Objectives**

- To increase the quantity and quality of clean water
- To establish a maintenance programme for existing and future water sources
- To ensure community involvement in safeguarding and maintenance of water sources

## Project 1 Hand Pump Maintenance

### Introduction

There are currently three SRRA handpump maintenance teams operating in Eastern Equatoria. Only two vehicles are available, which often have to be shared with other departments. Much of the work is, therefore, done on foot. Carrying water pipes and heavy tool boxes over long distances obviously has a demoralizing effect on the repair crews and many distant pumps are hardly being serviced. The three teams are currently trying to cover an area of more than 25,000 square kilometers, looking after or at least collecting data on some 1,000 handpumps.

Two repair teams have been established in the Yirol and Akon areas, with spare parts and tools provided by UNICEF, and with the assistance of the International Committee of the Red Cross. These teams have no transport except for one or two bicycles. The area they are trying to serve is large, and so far they have been unable to even identify the number of handpumps in the vicinity of their villages.

There is no communication between these repair teams and the water department of the SRRA. Personnel with management skills are lacking, and the Water Co-ordinator's office even lacks adequate storage space for spares and tools.

The repair teams currently operating work without remuneration, and their reward is the gratitude of the villagers, often expressed by the spontaneous slaughter of a goat or invitations to share a meal.

### Specific Objectives

- To strengthen the SRRA water department to ensure proper planning, coordination and reporting of all handpump maintenance activities
- To train and equip at least 20 more repair teams
- To enhance community involvement in handpump maintenance and caretaking.
- To survey some 1,000 previously installed handpumps in Eastern Equatoria and some 200 handpumps in Yirol and Akon areas, and repair those still serviceable

### Strategy

The office of the SRRA water co-ordinator in Kapoeta will be suitably staffed with qualified personnel. As a first step, an organogram will be developed defining roles, job descriptions and relationships to outlying departments in the districts. SRRA will identify suitable candidates. UNICEF and NGOs will assist in management training.

Buildings will be renovated, with UNICEF providing limited amounts of construction materials and equipment, while labor will be provided by SRRA. This will include office space and warehouses. MEDIC and UNICEF will jointly fund an expert to assist SRRA in setting up the necessary structures. Water offices in Torit and possibly Yirol will be similarly upgraded.

A handpump maintenance training unit will be established at Kapoeta with theoretical, practical and, where possible, on the job training. A demonstration borehole fitted with an India Mark II handpump will be installed in the training compound by MEDIC. Trainers will receive training from the training advisor funded by UNICEF and MEDIC. Training materials will be developed and printed by UNICEF. Once the unit is operational, it is expected that at least 20 teams will receive sufficient training to operate independently. UNICEF will provide tools and transport.

The training package for handpump maintenance teams will include instruction in organising and stimulating community participation. One member of each team will serve as a communicator, advising villagers on the importance of clean water and maintenance of the pump. Each village will be requested to nominate a handpump caretaker, who after training, will be responsible for day-to-day maintenance and reporting to the repair units in case of breakdown.

UNICEF will make available sufficient spare parts for the repair and maintenance of at least 300 handpumps. Since many pumpheads have been destroyed, it will be necessary to supply complete pump units as well.

In the absence of salaries, and in order to increase the output of repair teams, a bonus system will be established. For a given number of pumps successfully repaired, teams will be entitled to small incentives such as overalls, shoes, soap or other commodities currently not available in southern Sudan. UNICEF will provide these incentives against certified performance.

A database will be gradually built up, to register the condition of and the repair work carried out on all previously installed handpumps in Eastern Equatoria, Yirol and Akon areas. While the registration and survey work will be carried out by designated SRRA field personnel, UNICEF and MEDIC will assist the SRRA Co-ordinator's office in compiling and analyzing the data. This information is considered essential for planning future programme directions.

### Budget

|                               |              |
|-------------------------------|--------------|
| Technical assistance          | 150,000 \$   |
| Spare parts, pipes, and tools | 200,000 \$   |
| Training materials            | 30,000 \$    |
| Incentive items               | 105,000 \$   |
| Transport                     | 320,000 \$   |
| Fuel and operational costs    | 150,000 \$   |
|                               | -----        |
|                               | 1,075,000 \$ |
|                               | =====        |

## Project 2 Water Yard Repair

### Introduction

Large areas of southern Sudan, especially in Jonglei and Upper Nile regions, have never benefited from rural water development programmes. Some district capitals and administrative centers, however, were provided with water yards, mainly equipped with diesel driven pumps. A water filtration plant was built in Bor, in order to improve the Nile waters for human consumption.

Under normal conditions, the traditional shallow wells provided water all year round, and the water yards mainly benefitted town dwellers, and nevertheless became indispensable for provision of clean water to hospitals, dispensaries and feeding centers. In dry years, however, wateryards became the last hope for people and often livestock in the area.

In densely populated towns and villages with little possibility of improving water quality and quantity through the rapid installation of handpumps, utilization of deep wells with diesel driven pumps or water filtration plants are needed to prevent the spread of waterborne diseases.

Mainly due to lack of fuel and spare parts and the displacement of trained personnel, none of the previously established water systems were operating by early 1989. During 1989, three yards were successfully repaired: in Kongor by the International Committee of the Red Cross, in Waat by UNICEF/WFP and in Pibor by UNICEF and NGOs.

### Specific Objectives

- To increase the quality and quantity of water supplies in towns and major villages through the repair of existing wateryard
- To repair the water filtration plant at Bor
- To ensure the continuous operation of such water plants through training of technicians and provision of adequate stocks of spare parts, fuel and oils.

### Strategy

A survey will be conducted on the status of the existing water systems, in order to establish priorities, and identify the most commonly used pumps/engines to ensure standardization of equipment and spares. This survey will be conducted jointly by SRRRA and UNICEF.

SRRRA will provide suitable mechanics or caretakers, to maintain the rehabilitated wateryards. Where necessary, the personnel will receive on the job training and spare or replacement parts will be provided by UNICEF. The training package will include preventive maintenance, troubleshooting, fuel/oil management and reporting.

It is planned to repair and ensure proper functioning of at least 10 water systems located in Torit, Baidit, Kolnyang, Jalle, Bor area, Pibor, Waat, Ayod, Akobo, Nasir.

Similarly, the status of the water filtration plant at Bor will be assessed, and the plant repaired if feasible.

Once water systems have been repaired, they will be visited by SRRA and UNICEF to ensure proper maintenance and follow up.

**Budget**

|  |            |
|--|------------|
| Provision of spare parts and equipment | 120,000 \$ |
| Fuel and operational costs             | 30,000 \$  |
| Technical assistance                   | 50,000 \$  |
|  | -----      |
|  | 200,000 \$ |
|  | =====      |

## Project 3 Borehole Drilling

### Introduction

Many of the 2,200 India Mark II handpumps installed in Bahr El Ghazal and Eastern Equatoria were destroyed beyond repair during the war. Others which ceased to function were forgotten, or dismantled for the sake of spare parts. Often the boreholes themselves were destroyed, rendering them useless for new installations.

Some areas never had extensive handpump programmes. Bor district for example, with an estimated population exceeding 200,000, although fairly easily accessible from Eastern Equatoria, was not included in the NCA drilling programme because it belonged administratively to a different region, and only 17 handpumps can be found, all destroyed.

During 1989, the NGO, Medic started a programme in the Kapoeta area, to drill 30 new boreholes, equip them with India Mark II handpumps, and assist in repair of existing wells in the area. By the end of 1989 however, it was found that fewer wells than anticipated were still serviceable, and it was decided to use unutilized funds to drill an additional 10 boreholes. This project will be completed in early 1990. Though the capacity of the SRRA water department in Kapoeta has not yet been developed, Medic has demonstrated that it is possible to launch a much needed drilling programme in SPLA/M administered areas.

### Specific Objectives

- To increase the quality and quantity of potable water through drilling 150 new boreholes in Eastern Equatoria and Upper Nile Regions and equipping them with India Mark II handpumps.
- To ensure proper maintenance of the new handpumps

### Strategies

Suitable contractors will be identified, to drill 100 new boreholes in Eastern Equatoria on a turnkey basis. All wells will be equipped with India Mark II handpumps. Similar contracts will be issued to drill 50 new wells in Upper Nile Region, the cost of which will be higher than in Eastern Equatoria due to difficult logistics and required mud drilling.

The sites of the proposed wells will be identified jointly by SRRA and UNICEF. Priority will be given to wells located at or near schools, and concentrations of civilian population.

SRRA will provide suitable personnel to assist the drilling crews. SRRA personnel will be trained on the job in pump installation and related tasks.



Prior to commencement of drilling at the site, SRRA will be responsible for ensuring community interest and involvement. This will include preparation of the site, provision of additional manpower and locally available materials, fencing of the site, nomination of future handpump caretakers and provision of basic housing and remuneration.

The turnkey contract will include assurance of proper maintenance of the handpumps for a period of 6 months.

**Budget**

|  |              |
|--|--------------|
| Cost of 100 new borewells in Eastern Equatoria equipped with India Mark II handpumps (ca. 7,500 \$ ea) | 750,000 \$   |
| Cost of 50 new borewells in Bor area equipped with India Mark II handpumps (ca. 10,000 \$ ea)          | 500,000 \$   |
| Supervision through UNICEF   | 50,000 \$    |
|  | -----        |
|  | 1,000,000 \$ |
|  | =====        |

# NUTRITION

## Background

Since the 1988 famine where 250,000 people are believed to have died from starvation, South Sudan remains a region with a fragile nutritional status. Climatic hazards, especially drought intensify the devastating consequences of war. These efforts of the rural population are constantly threatened by the fighting. The war has disrupted agriculture and forced many people to abandon their homes, crops and cattle.

As usual, young children and pregnant or lactating women are the first victims of food insecurity. In addition, the lack of safe water supply increases the risk of diarrheal disease and high morbidity rates for chronic diseases (i.e. tuberculosis) and contributes to poor nutritional status among children, while poor nutritional status, in turn is probably increasing morbidity and mortality rates such diseases as measles, dysentery and malaria ...

## Review

In Phase I of Operation Lifeline Sudan, several feeding centres were established in the districts of Kapoeta, Torit, Bor and Pibor, ensuring provision of supplementary food rations to malnourished infants. Due to an improvement in the general food situation through food relief assistance and temporary availability of crop products for a few months at the household level, malnutrition rates decreased, most of the children were discharged and many feeding centres closed. Only those located in the district towns were maintained open.

However, the nutritional situation has proven extremely unstable in some areas, and the influx of displaced persons returning from Uganda or elsewhere creates additional food shortages. Continuous monitoring is therefore necessary. UNICEF's the achievements during 1989 include realisation of nutritional surveys covering most of the SPLA/M administered areas. The assessment was carried out by a nutritionist and a protocol according to international standards was followed in all locations, giving a reliable picture of the nutritional status of South Sudan's under five children in August/September 1989.

These data will serve as a reference for further nutrition surveys or a surveillance and monitoring system.

## General objectives

- To reduce malnutrition and mortality among under five's
- To diminish the threat of malnutrition to children's physical and mental development.
- To establish nutritional surveillance as an early famine warning system.

# PROJECT 1

## TECHNICAL ASSISTANCE

### Introduction

Monitoring the nutritional situation, identifying malnourished children and setting up and monitoring supplementary feeding centres is a difficult task that has to follow internationally agreed criteria (for recognition of malnutrition rates) and principles.

Many feeding centres opened during the first phase of OLS have turned into school feeding programmes due to monitoring and the general belief that UNIMIX was no more than a porridge suitable for all children.

To avoid this waste, the nutritional programme has to be reorganised and the feeding centre personnel given proper training.

### Specific objectives

A nutritionist officer will have the following tasks:

- To ensure the operation of feeding centres according to internationally agreed principles and standards and ensure that supplementary food is better targeted to those in need.
- To introduce the basic principles for nutritional programme monitoring and supervision
- To assist the SRRA in setting up early warning systems for food shortages and famine
- To assist SRRA in analysing causes of malnutrition.

### Strategies

UNICEF will assist SRRA in developing guidelines for operation of feeding centres and execution of nutritional surveys. Particular emphasis will be on:

Recognition and classification of malnutrition.

Treatment of malnutrition (frequency and quantity of meals)

Monitoring children's attendance at the feeding programme and when to discharge them.

Methodology of nutritional surveys

Nutritional surveys will be conducted periodically in areas covered in August 1989 using the same procedures, in order to follow the seasonal variations in the children's nutritional status and detect increases in malnutrition, which would necessitate immediate action and retargeting of food assistance.

These surveys will be conducted 3 times a year by SRRA with technical assistance from UNICEF and NGOs

Where there is no acute food shortage, other causes of malnutrition will need to be identified through surveys including questionnaires and physical examination of the children attending feeding centres. Frequent diarrhea due to lack of clean water supplies, chronic worm infestation and high prevalence of tuberculosis have been recognized as important factors leading to child malnutrition. The question of specific deficiencies, e.g. for Vitamin A will be researched and appropriate strategies identified by SRRA and UNICEF.

### Budget

|                      |                    |
|----------------------|--------------------|
| Technical assistance | 75,000 \$<br>===== |
|----------------------|--------------------|

## PROJECT 2

### SUPPLEMENTARY FEEDING

#### Introduction

War and droughts constantly affect the production in South Sudan. During lean periods children will often eat only wild plants for several weeks. Displaced population having missed the opportunity to plant at the appropriate time suffer temporary food shortages. For those children, the Provision of supplementary food to the affected children gives them their only chance for regular physical and mental development.

#### Specific objectives

- Through provision of high energy supplementary food, to help malnourished children to recover normal growth and avoid the severe and permanent consequences of prolonged malnutrition.
- To provide adequate supplementary food to pregnant and lactating women.

#### Strategies

Two feeding centers are currently operating in Kapoeta, seven in Torit area and three in Bor, with an average attendance of 50 to 100 children and women each. There are also therapeutic feeding centers in Torit and Kapoeta. Very little is known so far about compliance and success rates, and SRRA field personnel will be trained in following reporting requirements

More feeding centers will be opened or reorganized in locations where high rates of malnutrition have been identified. UNICEF and NGOs will assist qualified SRRA personnel in day to day operation of the feeding centers.

UNICEF will provide a regular supply of supplementary food (UNIMIX, DSM, oil, biscuits) to existing and new feeding centers. Incentives will be provided for feeding center staff.

The installation of more feeding centers will depend on results of nutritional surveys and accessibility to the respective areas, to ensure uninterrupted supply of UNIMIX

UNIMIX will be provided to more than 150 Kalaazar patients in Leer

#### Budget

|   |            |
|---|------------|
| Provision of UNIMIX and other supplementary food                  | 45,000 \$  |
| Provision of feeding kits   | 55,000 \$  |
| Feeding centres operational costs: (fuel, stationery, incentives) | 40,000 \$  |
|   | -----      |
|   | 340,000 \$ |
|   | =====      |

## PROJECT 3

### PROJECT SUPPORT

#### Specific objectives

- To allow smooth running of feeding centres.
- To allow regular delivery of UNIMIX and other supplementary food to the feeding centres.
- To facilitate monitoring and supervision of the supplementary feeding programme and the nutritional surveillance.

#### Strategies

Vehicles will be provided by UNICEF for transport of supplementary food and for supervision and monitoring purposes.

Other support material including survey kits, stationery etc. will be provided by UNICEF.

Limited quantities of building materials will be supplied to undertake necessary renovation of buildings to be used as feeding centres.

Administrative support will be made available to the SRRA, particularly for processing of the information and data collected from nutritional surveillance .

#### Budget

|  |            |
|--|------------|
| Vehicles (4)                           | 68,000 \$  |
| Truck for transport supplementary food | 42,000 \$  |
| Fuel and transport related costs       | 80,000 \$  |
| Survey kits                            | 10,000 \$  |
| Administrative support                 | 20,000 \$  |
| Building material                      | 30,000 \$  |
|  | -----      |
|  | 250,000 \$ |
|  | =====      |

## PROJECT 4

### TRAINING

#### Introduction

The sustainability of regular feeding centres and, more important, of the nutritional surveillance project will depend on the ability of SRRA field personnel to take part in monitoring of these activities. But growth monitoring can also be carried out at a basic level and community health workers participation in the prevention and detection of malnutrition has to be developed.

#### Specific objectives

- To render the existing feeding centres operational in a more appropriate and effective manner.
- To assist SRRA management in gaining appropriate knowledge and skills for the conduction of nutritional surveys according to internationally recognized standards.
- To enable Community Health Workers to play a role in the prevention and detection of malnutrition.

#### Strategies

UNICEF will assist SRRA in training feeding centre personnel. Two 8-days training sessions will be organised at the beginning of the year and after 6 months in order to clarify the objectives of the supplementary feeding programmes and the basic principles and rules to be applied for their monitoring. About 30 persons will be enrolled in these training sessions.

UNICEF will promote inclusion of messages to mothers, on how to prevent malnutrition and to detect the major signs for the recognition of malnutrition.

MCH centres staff will be introduced to growth monitoring by regular weighing of children and recording of weight on health cards. MCH personnel will be sensitized to the importance of early detection of growth faltering and how to prevent malnutrition. These courses will be part of a continuing education programme for MCH and health centre staff.

UNICEF will provide training and promotive material for health education (booklets, posters on breastfeeding, weaning foods etc.

SRRA's most qualified personnel i.e. supervisors of Kapoeta and Torit feeding programmes will be introduced to survey methodology and to the objectives of nutrition programmes. A seminar will be organized provided enough suitable candidates (at least 4) can be identified for this higher level course.

The responsibility of organising the training sessions for feeding centre personnel will be assigned to NGOs working in the respective areas. However, content of the course will be discussed between SRRA, UNICEF and all NGOs involved in feeding programmes in order to agree on a common methodology with standard criteria for the admission and discharge of children and the provision of food rations.

A training course for supervisory and management level will be organized under the responsibility of the nutrition officer.

**Budget**

|   |           |
|---|-----------|
| Training and health education materials | 30,000 \$ |
| Training courses (2)                    | 5,000 \$  |
| Training workshop and seminar           | 5,000 \$  |
|   | -----     |
|   | 40,000 \$ |
|   | =====     |



# EDUCATION

## Background

The war in southern Sudan has deprived a generation of children of education. The sparse facilities present before 1983 have been almost all destroyed and the opportunity to expand knowledge and skills that would help southern Sudan to develop has been interrupted. Until very recently SRRA appeared to give little importance to education. Whilst the national average for illiteracy is 67% for men and 86% for women, in the south it is 80% for men and 90% for women. In 1981, only a quarter of the total enrollment were girls, and in 1989 it was certainly significantly lower.

The people and particularly children, see education as an essential need. In some areas, schools have been set up under trees and in the rubblestrewn ruins of old classrooms. Children are being taught basic reading and writing within their communities by former teachers or simply people with some education. Books and other materials are virtually non-existent.

A school programme will provide the first element of stability in the lives of most of the children, many of them orphans, who have suffered physically and psychologically from six years of war.

Beyond the obvious obligation of 'education for all' there is a need to establish a literate base. Future rehabilitation and development programmes can only be implemented with an at least partially literate population. The emerging 'lost generation' which knows only the power of the gun would not only be no asset, but even detrimental to any prospective development efforts.

## Review

During the second half of 1989, UNICEF and various NGOs began to supply very limited quantities of exercise books, pencils, chalk and blackboards to locations, where the demand was voiced by local authorities or where self help activities had already started. Though none of the teachers or other people engaged in teaching received remuneration, the basic education materials evoked great enthusiasm. Yet many children had to be turned away due to lack of supplies.

This 'grassroots' initiative led the SRRA to make education one of their priorities, though lack of resources, management structures and a clear cut policy prevented implementation on a measurable scale. The first proposals received from SRRA were nothing more than shopping lists. Following the establishment of subcommittees on education, attended by SRRA, UNICEF and NGOs, workshops held at the district level and constant advocacy, the SRRA has now developed the rudimentary framework of an education programme. A workable administrative structure has been defined, though not yet manned, and a system of reporting and data gathering is being evolved. Simultaneously, UNICEF and NGOs are providing essential inputs to selected schools in southern Sudan, and have started to promote teacher training.

In many areas schools have become the nucleus of relief and rehabilitation efforts. In some locations, relief food is directly distributed to school children. In the absence of any local civil administration schools are the places where parents come together and involve themselves actively in communal work. Where there is a total breakdown of transport and communication, school children are the ones to disseminate news and messages of everyone's concern.

### General Objectives

- To restore and promote the development of sustainable basic education programmes, with emphasis on the village level
- To avoid a 'lost generation'

## Project 1 Upgrading Primary Schools

### Introduction

Although the education systems in most areas of southern Sudan were completely interrupted by the civil war, with teachers and pupils displaced, buildings destroyed and a total lack of even the most basic education materials, the desire for a resumption of formal education remained unimpaired.

According to the SRRA, about 400 schools are located in SPLA/M administered areas east of the Nile and south of the Sobat rivers, serving 80,000 children. Many of these schools, especially in Upper Nile region, are inaccessible during the long rainy seasons, and most of them have never been visited by SRRA education staff nor by other relief agencies. No one is able to state with confidence whether these schools are still functioning or not.

More knowledge, however, is available on schools in Eastern Equatoria, as well as Boma, Bor, and Kongor areas, and in those areas where NGOs are operational. These areas are accessible by road almost year round. Many schools are functioning on a self-help basis, with volunteer teachers. With little training themselves and no books for the students, repetition for memorization is the basic technique used by many of the teachers. There is little or no communication between these schools and the district or regional level, which to a large extent must be attributed to the lack of transport and staffing of the SRRA education department.

### Specific Objectives

- To develop and support primary school education at the village level, through increased community participation
- To assist in efforts to increase number of teachers
- To increase primary school attendance with a near equal number of girls and boys
- To assist in developing a meaningful curriculum adapted to the prevailing conditions
- To assist in developing programmes to utilize schools as the conduit for promotion of health services

## Strategies

The educational management at regional and district level will be strengthened. While the SRRA Education Department has defined a hierarchy of personnel, linking teacher, headmaster, district education officer etc. with the Education Co-ordinator's office in Kapoeta, the system is not yet operational mainly due to lack of qualified personnel. Data collection on the number of pupils enrolled and even simple reporting mechanisms for supplies received or needed are not yet in place. Since most of the education personnel will have to work on a voluntary basis, a great deal of advocacy will be required to ensure staffing and discipline at all levels. Administrative and supervisory staff will be trained in simple management methods.

While the SRRA is responsible for identification and enrollment of suitable administrative staff, NGOs and UNICEF will assist SRRA resource personnel in preparation and implementation of relevant management training programmes.

Basic education supplies like exercise books, pencils, chalk, blackboards, lockable trunks etc. will be made available for, initially, 50 primary schools mainly in Kapoeta, Torit and Bor areas. These schools serving an estimated 10,000 children have already been identified by the SRRA education department as being ready to commence teaching immediately. Pending the successful distribution of supplies through SRRA and receipt of reports on the functioning of these schools and the performance of their staff, additional basic school supplies will be distributed for a further 20,000 children in 100 schools.

Co-operating NGOs have already agreed to assist additional primary schools in their areas of operation in the same manner, while others committed themselves to the provision of textbooks. All these activities and contributions are carefully co-ordinated to avoid overlap and to ensure equal distribution.

The SRRA education programme stresses the development of a community based primary school system, based on principles of self-reliance. In the absence of any government revenues or a SRRA education budget, this needs to be vigorously translated into action. As a first step, education personnel at all levels must realize the importance of community participation, and will be trained in addressing community meetings, formation of parents committees etc. Conditional to the provision of basic supplies to village schools would be the selection of teachers through the parents' groups, and a mutual agreement on remuneration.

Since no formal employment or salaries can be guaranteed by the present civil administration, recruitment of additional teachers will entirely depend on the level of parents' awareness of the importance of education. Efforts in this direction will be made by the SRRA education personnel. Teacher handbooks, teaching aids, as well as some incentive items meant to enhance the status of the teachers will be made available to the new recruits by the project. These items could include bicycles to facilitate travel to school, training workshops or district office for reporting, or simple radio receivers enabling teachers to listen to broadcast educational programmes.

While the re-opening of schools is generally greeted with great enthusiasm, enrollment figures and attendance rates vary significantly. The reasons for this are manifold, and will have to be studied. Enrollment of girls has always been low, for cultural reasons, and the belief is often encountered that girls get spoiled at school rendering them less worthy of dowry payments. War orphans lack guidance to ensure regular attendance. Pupils, especially the smaller and weaker ones may get discouraged if they fail to get their share of the meagre supplies of educational materials. Teachers with too little training may fail to create interest and the subjects taught may not always be considered relevant by students and parents.

In an environment where normal social life has been disrupted, where the entire cash economy has disappeared together with all forms of commerce, transport, communication and local administration, and where large sections of the population suffer from the trauma of war, it is through the schools that children can be taught the principles and values of communal life. This can be achieved through a more functionally orientated curriculum.

Through establishment of school garden nurseries, for example, pupils will not only be made familiar with the basics of agriculture, but may actually produce food (part of which the teacher may be allowed to claim as his remuneration), create a sense of co-operation among neighbors and eventually grow seedlings to take home. The project will stimulate SRRA educational field staff, to promote such issues, and will assist in providing material inputs as required. Similarly, arithmetic can be used to prepare children for the forthcoming transition from barter exchange back to a cash economy. The possibilities are many, and SRRA, UNICEF and NGOs will work together on the development of a meaningful curriculum

In recognition that in the relatively isolated communities of southern Sudan, the education system is the only channel for dissemination of health knowledge and promotion of healthy attitudes and behavior, it is planned to advocate inclusion of a health package in the curriculum. In the absence of other visual aids, the potential impact of relevant posters, cartoons, charts etc. will be high. In particular, they may be used to deliver messages promoting child vaccination (with immunization sessions to be held at schools), and Oral Rehydration Therapy. If accepted by the relevant authorities including the medical department of SRRA, the project may assist in production and distribution of necessary materials.

### Budget

|   |            |
|---|------------|
| Basic Education supplies                      | 120,000 \$ |
| Teacher handbooks                             | 20,000 \$  |
| Bicycles for teachers,etc                     | 20,000 \$  |
| Vehicles for supervision                      | 36,000 \$  |
| Teaching aids for adapted curriculum          | 10,000 \$  |
| Operational costs, fuel, freight, spare parts | 34,000 \$  |
|   | -----      |
|   | 240,000 \$ |
|   | =====      |

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## Project 2 School Rehabilitation and Construction

### Introduction

Field visits to areas administered by SPLA/M during 1989 revealed that most of the schools and office premises had been destroyed during the fighting. Many of the buildings are beyond repair. However, these buildings and ruins are still considered by officials and parents to be schools, and where teaching activities have resumed these facilities are being used. It is obviously difficult to expect teachers, officials and administrators to completely abandon those symbols of previous normality and accommodate themselves under trees or thatched roof mud buildings.

During previous education programmes initiated by the Southern Regional Government, materials for repair or new construction of schools were provided by the Government, and the population is expecting the new administration to follow suit. It is, however, remarkable, that those buildings not destroyed in the course of the war, are those built entirely by the communities themselves, without any government assistance or just very little foreign aid. Community involvement during the construction process obviously leads to greater concern and protection of their interests even in times of civil unrest.

### Specific Objectives

- To improve the learning environment for children through rehabilitation of existing school buildings
- To encourage communities to construct new schools
- To assist SRRA in reconstruction education office accommodation

### Strategies

An assessment will be carried out by SRRA with NGO assistance to determine the condition of schools in the target areas, and to identify those in most urgent need of repair.

Communities and parents groups will be encouraged to organize themselves and to provide labor for rehabilitation of existing school buildings. In the absence of any markets or trade, construction materials such as cement, paint, nails or C.I. sheets will be provided by the project, as well as simple handtools.

SRRA has identified a sawmill in working condition, and will make available timber for school furniture construction. If parents groups commit themselves to remunerate carpenters, the project will make available tools, nails, glue and paint and provide transport to the site.

Communities will be encouraged to construct and open new schools, which will receive education materials and support from the project. While the project will assist with limited construction supplies the emphasis will be on utilization of locally available building materials. Before receiving any assistance the communities will have to provide a traditional hut for the teacher where required.

In order to increase efficiency and motivation of staff, education offices at the regional and district level will be assisted with limited amounts of construction materials.

**Budget**

|   |            |
|---|------------|
| Provision of construction materials and tools for schools | 45,000 \$  |
| Materials for upgrading SRRA education offices            | 10,000 \$  |
| Vehicles  | 36,000 \$  |
| Fuel, travel, etc.  | 9,000 \$   |
|   | -----      |
|   | 100,000 \$ |
|   | =====      |

## Project 3 Teacher Training

### Introduction

One of the major results of the civil war has been the destruction of the civil administration in the target areas, forcing many of the previous civil servants, among them teachers, to seek refuge in Juba, northern Sudan or outside the country. Since they were dependant on Government salaries which the new administration is unable to pay, they had little choice but to resume their usual activities. Only those with strong family ties and receiving support from their clans, can they afford to stay.

Education workshops held in the districts reveal that only 10% of those interested in teaching had received any previous training. Those already engaged in some form of teaching try hard to instruct pupils in basic reading and writing, simple arithmetic and occasionally art, however they have little knowledge of teaching and of what subjects to address.

Only a few teacher candidates had been civil servants before, and most of them did not yet realize the importance of keeping attendance records or community involvement.

### Specific Objectives

- To improve the quality of teaching through teacher training
- To increase the efficiency of the primary education system through management training for headmasters and supervisors

### Strategies

Teacher training modules are currently being developed by SRRA with the assistance of UNICEF and NGOs. Emphasis will be put on raising awareness among communities of the self-help model, with incorporation of education for health.

Management training courses will be designed by SRRA with assistance of NGOs and UNICEF.

Training materials will be made available by the project

To avoid extensive travel of teacher candidates and lodging costs and to minimize interruption of ongoing teaching activities, a mobile teacher training unit will be set up by the SRRA Education Department. Trainer candidates have already been identified, and UNICEF and NGOs have been requested to assist in developing training modules for trainers. Transport and camping equipment will be made available by UNICEF while SRRA will be responsible for providing meals to trainers and trainees. The mobile unit is expected to work at the district level, arranging teacher training courses of about ten days duration.



A teacher training center will be established at Kapoeta to allow for residential training, particularly for headmasters and supervisors, as well as for other education personnel. While housing will be provided by the local administration, UNICEF will make funds available for equipment and for running workshops.

Correspondence training courses will be arranged for with the assistance of NGOs. Responsibility for supervision of implementation will rest with the SRRA Education Department.

**Budget**

|   |           |
|---|-----------|
| Equipment for teacher training center             | 10,000 \$ |
| Training materials                                | 15,000 \$ |
| Cost of training workshops                        | 5,000 \$  |
| Equipment for mobile training unit, incl. vehicle | 30,000 \$ |
|   | -----     |
|   | 60,000 \$ |
|   | =====     |

## FOOD SECURITY

### Background

Southern Sudan has rich soils, adequate rains in most areas and well developed traditional systems for food production and exchange. The effects of war left many people without means of feeding themselves through the destruction of crops, looting of livestock, taxation of production and enforced displacement. These difficulties were compounded in 1987 and '88 by drought and flood. Those who lost their livelihood migrated from the south or remained and became dependent on food aid. Due to the informal truce that prevailed over large areas during 1989, the reasonable rains and relief interventions of that year, those that had held on to their means of production and remained, though weakened by the years of suffering, did manage to produce some crops and now their herds are increasing. However, the limited advances made in the development of agriculture before the war have been destroyed and the people remain extremely vulnerable to insecurity and to climatic fluctuations.

The major pastoralist tribes of southern Sudan include the Dinka, Nuer, Murle, Toposa and Mundari. The activities of these peoples revolve around livestock, with part of the household migrating with their animals to dry/wet season grazing whilst the rest remain in semi-permanent settlements where subsistence crops are cultivated and small stock kept. The mobility of herds allowed many families and groups to move away from areas of danger and thereby save their livelihood. However, these new areas were not always as suitable as those from which the group had moved, and livestock were lost to malnutrition and disease. More importantly, the displacement, albeit temporary, of many groups of pastoralists meant that cultivation of grains and other food crops was curtailed or did not take place at all. This led to a cycle of exaggerated dependence on livestock for nutrition and barter.

In some areas, notably along the Nile and in the Sudd, fishing used to be the primary activity, surpassing livestock and cultivation as the major source of food. However, loss of fishing equipment has meant that fish catches are significantly smaller than they were in the past.

The major cultivating tribes in southern Sudan include the Bari, Madi, Latuka, Azande and Fertit who grow a wide variety of crops, now almost all for subsistence. The systems of production suffered due to the war and a combination of insecurity, drought and pest attack has severely diminished food production.

It is only through the provision of essential resources from outside, that displaced and destitute farm families will be able to resume and intensify food production and break the grim cycle of destitution, famine and relief.

### Review

During 1989, UNICEF and collaborating agencies began to deliver agricultural inputs and fishing equipment to parts of southern Sudan. While this helped increase food production in some areas, the quantities delivered were far less than needed. This was mainly due to the late start of Operation Lifeline, which began only a month before fields were to be planted at the onset of rains. Initial funding constraints and long lead times for agricultural inputs prevented an adequate intervention. The SRRA agricultural department had just become functional and still lacked sufficiently qualified field personnel to assist in the effective distribution of the inputs or to report on progress.

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Later in the year, however, agricultural assessments were jointly organised by SRRA, UNICEF and NGOs, training seminars for agricultural extensionists held and plans developed for a timely response to the need to increase food production during 1990.

**General Objectives**

- To prevent famine through increased food production.
- To restore the livelihood of the displaced and destitute and to reduce dependency on food aid.

# PROJECT 1

## FOOD PRODUCTION

### Introduction

Since it is not the intention of the relief effort to perpetuate and promote free food distribution, which could create food aid dependency, UNICEF in collaboration with SRRA and NGOs endeavoured to assess crop production in southern Sudan from as early as August 1989. The food supply outlook from March 1990 was estimated to be far below requirements. Significant constraints were identified, namely lack of implements, pest attacks and insecurity, which prevented building up stocks and preserving seeds for the forthcoming planting season.

The initial SRRA seed and tool needs assessment was then jointly reviewed by UNICEF and NGOs in the light of lessons learned and experience gained during the 1989 crop seasons. Some of the problems experienced included insufficient logistical arrangements for internal distribution, poor road communications, lack of temporary storage facilities at co-operative levels, insufficient capacity of SRRA to handle and distribute large amounts of farm inputs and delays in the procurement process. Relief agencies and SRRA were aware of these problems and began jointly to formulate feasible solutions. Regular co-ordination meetings were held between all partners to identify a suitable strategy, which included division of labour, the allocation of geographic areas to avoid duplication and a training package for field staff.

After NGOs pledged inputs for their areas of concern, UNICEF was requested to assist the programme through provision of approximately 1,000 MT of seeds of various varieties and around 200,000 handtools. UNICEF is to serve the whole of Eastern Equatoria (except Madi, Acholi and Kapoeta areas), Bor, Pibor, Ayod, Waad, Akobo and Abwong Districts as well as some accessible areas on the west bank, benefitting more than 55,000 families. It is essential that these inputs be prepositioned before the onset of the rains, which render large parts of southern Sudan inaccessible to road transport and prior to the planting season. Ideally the majority of tools and seeds should be in place before April 1990. In addition to the provision of seeds and tools, the reintroduction of ox-ploughs and rehabilitation of tractors, as well as the establishment of nurseries and other co-operative schemes are considered essential.

### Specific Objectives

- To distribute 1,000 MT seeds of various varieties and 200,000 handtools.
- To increase food production through advocacy of and assistance to co-operative schemes.

### Strategies

A distribution plan will be established jointly with the SRRA. The schedule will include seed varieties to be delivered to primary distribution centres taking into account climatic and soil conditions and preferences of the indigenous population.

Based on the distribution plan, a strategy will be developed to ensure that remote locations are served first, before the rains render them inaccessible. While it will not always be possible to deliver directly to the beneficiaries, reloading of supplies will be reduced to the minimum to avoid spillage and loss of seeds.

Aside from contracting forwarders to deliver implements to main distribution sites, UNICEF will hire additional trucks for internal distribution as well as at least one convoy leader to ensure movements take place without delay.

The UNICEF/OLS Twin Otter will be deployed for delivery of inputs to the more remote locations.

UNICEF will engage at least three additional field officers to assist the UNICEF Agricultural Officer, other UNICEF resident project officers and SRRA field personnel in distribution, monitoring and reporting activities.

Workshops will be held at field locations to inform and train suitable SRRA staff on the distribution modalities and reporting requirements. SRRA will design appropriate record forms and books, which UNICEF will provide. After distribution of inputs, the record books will be collected for evaluation.

The flow of agricultural inputs will be monitored closely from Lokichogio base and Nairobi.

An evaluation of the programme will be carried out before and after the harvest, to assess efficiency of distribution mechanism, timeliness of delivery, acceptance of the varieties, surplus or shortage of inputs, performance of seeds and yields.

Additional funds will be made available for provision of oxplough equipment, repair of existing tractors and provision of irrigation pumps for nurseries.

### Budget

|  |           |
|--|-----------|
| Provision of seeds (incl. transport)     | 1,100,000 |
| Provision of tools (incl transport)      | 530,000   |
| Agriculturalist                          | 75,000    |
| Monitors, Field Officers, Convoy Leader  | 50,000    |
| Incentive items for SRRA field staff     | 30,000    |
| Irrigation equipment, poultry drugs etc. | 20,000    |
| Operational costs                        | 70,000    |
|  | -----     |
| TOTAL                                    | 1,875,000 |
|  | =====     |

## PROJECT 2 CATTLE VACCINATION

### Introduction

In 1976/77 an intensive survey for Government of Sudan estimated a cattle population of 5.5 millions for the southern Region, just over one third of the total cattle population of the country. While total cattle numbers in the southern regions appear to have decreased since 1976 by a factor of around one quarter as a result of war, taxation and disease, cattle per head of population has remained relatively constant. In particular, the absence of veterinary services since 1983 has contributed significantly to animal losses.

In 1989, ICRC, the UN and NGOs co-ordinated a campaign to again provide immunisation to hundreds of thousands of cattle. Livestock as the primary source of food for a large proportion of the population are key to survival and in assisting to maintain their health, OLS and associated organisations are contributing to improved food supply and nutrition through local resources.

Vaccinations are mainly against rinderpest in accordance with the Pan African Rinderpest Campaign (PARC) guidelines. ICRC has taken a leading role in the overall co-ordination of the rinderpest eradication programme in southern Sudan, with UNICEF implementing and co-ordinating the campaign in areas outside the ICRC mandate, including Eastern Equatoria, Bor, Pibor and Boma districts.

To date, about one million cattle have been vaccinated. Livestock vaccination is one of the priorities of the SRRA and cattle vaccination teams are usually welcome wherever they go. The cattle vaccination teams were granted easy access to areas which were otherwise closed.

The opportunity was taken to combine cattle and child vaccinations. Children normally stay in cattle camps and the coverage rates for child vaccination rose sharply when the EPI teams joined the veterinarians. The improved access to the children and the increase in EPI coverage has made cattle vaccination one of the successful strategies to protect the lives of the children in southern Sudan.

### Specific Objectives

- To improve food security and assist in restoring livestock population through vaccination of cattle against rinderpest and other diseases.
- Increase access to children for measles immunisation through combining EPI livestock vaccination teams.

### Strategies

Technical assistance will be made available to the SRRA veterinary department, to help in design and implementation of cattle vaccination campaigns. Priority will be given to areas where a high impact can be expected, ie. areas with high cattle density, such as Bor, Ayod, Waat and Pibor. At least 300,000 cattle will be vaccinated against rinderpest.

While vaccines will be made available by the ICRC, cold chain, syringes and other equipment will be provided by UNICEF and NGOs.

SRRA field staff will be trained on the job by the UNICEF veterinarian and SRRA cattle vaccinators will be given additional training in vaccination technique and cold chain management. At least one team will become operational in each of the principal areas.

UNICEF will provide limited quantities of incentive items to SRRA cattle vaccinators.

The UNICEF veterinary doctor, together with the SRRA head of veterinary services, will be responsible for quality control according to PARC guidelines and will ensure regular reporting on activities and coverage to the ICRC veterinary department.

The project will endeavour to link cattle vaccination with child immunisation. Cattle and child vaccination sessions will be conducted simultaneously. UNICEF may promote and assist in co-ordination of these activities at the SRRA headquarters level.

### Budget

|                      |            |
|----------------------|------------|
| Technical Assistance | 66,000 \$  |
| Cold chain equipment | 50,000 \$  |
| Transport            | 60,000 \$  |
| Incentives           | 10,000 \$  |
| Operational Costs    | 30,000 \$  |
|                      | -----      |
| TOTAL                | 216,000 \$ |
|                      | =====      |

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## PROJECT 3 FISHERIES

### Introduction

In the areas along the Nile, Sobat and in the Sudd, fishing is the primary activity, surpassing livestock and cultivation as the major source of food. However, catches have reportedly diminished due to lack of fishing hooks, lines and nets. Up to the late '70s, surplus fish were exported dried or salted to markets in the area and even as far as Zaire, but this was already in decline by 1986. By 1986 fish were sold mainly in the markets of Torit and Juba. Today most sales are in the immediate vicinity and the greater proportion of fish caught are eaten by the fishing families.

For the riverain populations fish are not only a dietary supplement, but a basic element of survival. In summer 1989 along the Sobat River, NGO personnel whose food supplies were exhausted found that fish was the only food available for purchase.

### Specific Objective

- To increase food production by riverain populations through provision of fishing lines and nets in the areas of Nimule, Kajo Keji, Juba, Bor, Kongor, Ayod, Nasir and others.

### Budget

|                        |           |
|------------------------|-----------|
| Fishing lines and nets | 50,000 \$ |
|------------------------|-----------|



## PLANNING & SOCIAL STATISTICS

### Background

The seven years of civil war has destroyed the former administrative structures in SPLA/M controlled areas. Most of the previous civil servants fled to safe areas in the north, or sought refuge in Ethiopia, since they believed the new forces would not tolerate any remnants of government authority. Office buildings of local and regional government have been ruined, and furniture, equipment and files looted. Previous Government transport has been confiscated by both armed forces, and communication equipment is no longer available.

Together with the administrative skills of the previous Government civil servants, the collected knowledge of land, resources, economy, and people has been lost.

For the purpose of administering the areas under their control, SPLA/M has created a structure called Civil/Military Administration (CMA). The position of the head of the CMA is similar in nature to that of a government administrative officer. Responsible to the area CMA are the traditional tribal chiefs, and at this point the administration is carried out by chiefs and sub-chiefs. Before Operation Lifeline Sudan started in April 1989, local CMAs had departments of Agriculture, Veterinary Services, Education Health and Water Resources, headed by SPLA personnel. These departments had no resources to draw on, and extremely large areas to cover. Since then this role has been taken over by the Sudanese Relief and Rehabilitation Association (SRRA).

### Review

Although the SRRA did exist prior to Operation Lifeline Sudan, with offices in Nairobi, Addis Ababa and overseas, the Secretariat of SRRA as such was established only in April 1989, located in Kapoeta and headed by a Secretary General. Soon after, the following major departments were established:

- |                   |                      |
|-------------------|----------------------|
| - Health          | - Stores & Equipment |
| - Agriculture     | - Livestock          |
| - Water Resources | - Legal Affairs      |
| - Education       | - Religious Affairs  |

Other departments, like public relations, information, etc., have been formed since then, however their role has not yet been made entirely clear.

In addition to its Kapoeta office, SRRA maintains field offices in all locations where relief or rehabilitation programmes are implemented.

SRRA staff usually have a background of working within a field related to their speciality of work within the SRRA. The former headmaster of a secondary school has become the head of the Education Department, and the Water Co-ordinator is a handpump technician trained by the UNICEF assisted water programme prior to the war. The Health Co-ordinator is the only Sudanese doctor available in Kapoeta and has to cope with a multitude of functions, while the head of the Livestock Department is a veterinary doctor.

While all these staff are well qualified in their speciality of work within SRRA, most of them lack experience in planning, administration and management and knowledge of the geographical areas. This deficit has, in a way, hampered the efficiency of UNICEF or NGO assisted relief and rehabilitation programmes, and many opportunities have been missed.

UNICEF, and NGOs began to assist SRRA in developing their potential as the conduit for relief programmes during 1989. Regular meetings and workshops on education, health and other subjects have been held. Consequently, the quality of project submissions from SRRA has improved, and the necessity of a concerted effort is gradually being realized by the Secretariat. There is an increased understanding of the mechanics of relief operations, and the need for reporting and accountability. At the same time, and in order to facilitate the work of the SRRA, UNICEF has supplied small quantities of office furniture and equipment, stationary and others to SRRA offices in Kapoeta, Torit and Bor.

### General Objectives

- To increase capacity of SRRA at all levels to improve administration of non-food relief programmes
- To assist in capacity building of SRRA to improve planning and execution of sustainable rehabilitation programmes

## Project 1 Technical Assistance

### Introduction

Since late 1989, UNICEF has maintained an experienced programme officer in Kapoeta, the location of the SRRA Secretariat. While this post was initially established to provide monitoring services and ensure prompt forwarding of relief supplies to distant locations and the beneficiaries, the programme officer has begun to play a key role in daily communications and follow-up with the SRRA headquarters. With the shift from the mere delivery of emergency supplies towards the establishment of rehabilitation projects in the areas of health, child immunisation, education, water, food security and others, continued technical assistance to the SRRA will be required.

### Specific Objective

- To assist SRRA in the execution of planning and administrative tasks on a day to day basis

### Strategy

In order to achieve this objective, a UNICEF project officer with experience in programming, administration and monitoring will be posted in Kapoeta. He/she will act as the conduit for services and supplies rendered to the SRRA and assist relevant SRRA personnel in the implementation of UNICEF supported programmes. Particular emphasis will be put on rendering institutional support to the SRRA, assistance in the rehabilitation of administrative infrastructure, and advocacy of and assistance in design of food for work programmes.

### Budget

Technical assistance

75,000 \$  
=====

## Project 2 Institutional Support

### Introduction

Relief programmes initiated by United Nations and NGOs in SPLA/M areas were designed on an *ad hoc* basis, using windows of opportunity as the Corridors of Tranquillity opened, as flights to remote areas became possible, indigenous personnel identified themselves in field locations or particularly urgent needs were expressed by visitors from the field. Under the prevailing conditions, the combined effort has been successful in preventing a repetition of the 1988 disaster, and has brought back some dignity and hope to those whose traditional survival techniques were stretched to the limit.

Thorough assessments of the actual situation in health, education, agriculture, water etc., however, are still to be done. Some knowledge of local conditions is available where UNICEF or NGOs have posted field personnel, and extrapolation is used to estimate the needs for the entire area. The SRRA, in an attempt to underline their role as the actual implementor of any relief programme in SPLA/M controlled areas, launched an ambitious socio-economic survey in late 1989, however it appeared that personnel, time, or skills were lacking to properly analyze the data.

Similarly, hardly any programme proposal or submission has ever been received from the SRRA. Offers from NGOs of budgetary assistance worth several hundred thousands of dollars, conditional to the submission of relevant project documents, have not been taken advantage of on time. Project proposals, where formulated, still lack some of the basic elements. The mechanism of, and rules and regulations governing the planning and implementation of internationally aided relief, rehabilitation and development programmes have not yet been fully understood.

### Specific Objectives

- To assist in administration of ongoing relief assistance, and improve the quality of reporting and accounting for utilization of relief supplies.
- To assist SRRA in planning and design of relief and rehabilitation projects, with emphasis on community based programming.
- To assist SRRA in improving resource and personnel management.
- To assist SRRA in identification of particularly vulnerable groups.
- To assist SRRA in development of early warning systems.
- To provide access to and advocacy of the basic elements of relief and development theory, namely good grass roots contacts, feedback and inputs into programme design, application of low costs strategies and techniques, and concentration on child survival and development issues.

## Strategies

A Department of Planning and Social Statistics will be established within the SRRA structure, with the head of the department becoming a member of the Secretariat. This new department will serve as the focal point for resource allocation, and assist other departments in all aspects of planning and management. The SRRA will be responsible for developing an appropriate organogram and identifying suitable personnel at all levels.

The planning and statistics department of the SRRA will be responsible for preparation of a situation analysis, with the assistance of UNICEF and NGOs. While it might be difficult to produce such an analysis for all SPLA/M administered areas covering all aspects of possible assistance programmes, the situation analysis may be done for certain accessible areas and particular areas of concern.

Field surveys will be conducted, preferably jointly with UNICEF/NGOs, to collect relevant data. To this end, UNICEF and NGOs may assist SRRA in preparation of sound scientific questionnaires, and train suitable field personnel in the methodology of conducting sample surveys as well as in the use of indicators for a famine early warning system.

UNICEF will assist SRRA in compiling and analyzing collected data and information, and in the presentation of the results.

Workshops will be held on management, programme planning, monitoring and evaluation. Together with the planning department, UNICEF will then actively assist other departments in project formulation, and project tracking and evaluation.

In order to provide access to information on modern relief and development theory, UNICEF will assist SRRA in building up a relevant library including provision of audio-visual equipment.

## Budget

|  |            |
|--|------------|
| Cost of workshops, including consultancy fees, preparation of relevant materials and final documentation | 50,000 \$  |
| Transport for surveys and data collection  | 55,000 \$  |
| Library and audio-visual equipment   | 30,000 \$  |
| office running costs, fuel, etc  | 15,000 \$  |
|  | -----      |
|  | 150,000 \$ |
|  | =====      |

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## Project 3 Rehabilitation of Infrastructure

### Introduction

After seven years of civil war, local administration in much of the SPLA/M controlled area no longer exists. Buildings, roads, bridges and production plants have been destroyed or abandoned, and civil communication links have been cut. Administration is largely left to the traditional chiefs and sub-chiefs, with little direct access to relief assistance or means of communication. While the traditional leaders play a fundamental role in the actual distribution of, for instance, relief food and agricultural inputs to the beneficiaries, they often have little say in the design of the relief programmes. Therefore, the SRRA has appointed representatives or chairmen in all principal towns and villages, in order to co-ordinate the various relief activities and report to the SRRA secretariat on needs and progress. For the purpose of facilitating any programme in their areas, in the absence of any locally generated funds or budgets, and aid from outside being the sole source of revenue, the SRRA personnel must be considered to be the local administrators.

Not only for the benefit of the ongoing relief programme, but even more for the sake of future development efforts, it is essential that local infrastructure is rehabilitated. Most areas of southern Sudan do not lack natural resources, but it requires a basic level of guidance, co-ordination and administration to make full use of the potential and to bring back a sense of normality to the people.

### Specific Objectives

- To strengthen SRRA field offices, to ensure proper planning, co-ordination and integration of relief and rehabilitation programmes
- To provide a working environment to administrative personnel to effectively fulfil their mandate
- To assist in physical reconstruction of essential communication links and mobilize local resources through rehabilitation of relevant institutions on a co-operative base.

### Strategies

Up to ten SRRA field offices in principal towns and villages like Torit, Nimule, Bor, Pibor Post, Kongor, Ayod, Waat and others will be assisted in rehabilitation of appropriate buildings, and provision of necessary equipment, in order to facilitate execution of daily duties.

UNICEF and collaborating agencies will maintain day-to-day contact with the relevant authorities, and assist in directing relief and rehabilitation inputs to the most disadvantaged and marginalized groups of the society.

Locally available resources will be mobilised and emphasis will be put on identifying possible co-operative schemes. Where necessary, material inputs will be made available by UNICEF to stimulate community involvement. This may include physical rehabilitation of the partially still functioning hydro-electric power plant at Katire, the only source of electricity independent from fuel supplied by relief agencies in SPLA/M administered areas.

As parts of Eastern Equatoria have abundant forests, and in order to reduce dependance on imported construction materials, requirements for rehabilitation of existing sawmills will be assessed and if found feasible, necessary spare parts supplied by UNICEF, once a co-operative management has been agreed upon.

Transport, with emphasis on bicycles, will be made available to administrative staff, in order to facilitate outreach work and grassroot contacts.

### **Budget**

|   |            |
|---|------------|
| Construction materials and equipment for SRRA offices                             | 30,000 \$  |
| Provision of spare parts and equipment for communal and co-operative institutions | 50,000 \$  |
| Provision of transport, including bicycles  | 50,000 \$  |
| Operational costs   | 20,000 \$  |
|   | -----      |
|   | 150,000 \$ |
|   | =====      |

## Project 4 Provision for Food for Work Programmes

### Introduction

Southern Sudan is and will be for the foreseeable future in dire need of food assistance. Thousands of displaced persons are still on the move or are living in miserable conditions at the edge of the towns, having lost their family ties, with little or no support and no access to agricultural land or any other means of production. Those who stayed, might have lost their assets, or had never been farmers themselves. Cultivation has been severely affected by insecurity, and will need years to restore its full potential.

In recognition of these food shortages, the United Nations through the World Food Programme and some NGOs are continuing to supply food commodities to areas administered by SPLA/M. Administering food assistance is certainly seen a priority by the SRRA, while distribution modalities and eligibility remain difficult to negotiate with the beneficiaries. Food is being distributed rather unconditionally by the SRRA and residents, although better off than the displaced or squatters will receive a share in order to reduce tribal tensions..

While vulnerable groups, children, disabled, destitutes, or elderly people would not be expected to provide labour, there exists the so far untapped resource of a large unskilled laborforce, which could contribute significantly in the rehabilitation effort.

### Specific Objective

- To accelerate the rehabilitation effort by establishing food for work programmes

### Strategies

UNICEF will assist the SRRA in identifying suitable projects for food for work. These projects must be strictly time-bound, and although food barter has largely replaced the cash economy, establishment of regular posts and payment of 'salaries' must be avoided. The main beneficiaries will be casual labour.

SRRA will request WFP and NGOs to make food available for such projects. They in turn will assist SRRA together with UNICEF in working out technical modalities. UNICEF will provide necessary implements like handtools, wheelbarrows construction materials, transport or other equipment for implementation of the project.

While obvious projects like repair or maintenance of trunk roads will be considered in the first instance, other projects will include rehabilitation of airstrips in all sites where relief programmes are being implemented, and digging of an irrigation canal at Lafon. Other projects may include reforestation and tree planting, and reconstruction of administrative and communal buildings.



In the absence of any other means of communication, other projects could include mass deployment of 'messengers', promoting the ongoing child vaccination campaign by carrying relevant information to remote villages.

**Budget**

Provision of tools, equipment, construction materials and transport in support for food for work programmes

100,000 \$  
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# EMERGENCY REHABILITATION, NON-FORMAL EDUCATION & SOCIAL SERVICES

## Background

Even before the outbreak of the recent civil war in 1983, the Southern Sudan was a region with an almost total lack of physical infrastructure. Most areas of the region were isolated for much of the year from each other and from other regions of Sudan. By April 1989, most of what had existed has been destroyed through the fighting and neglect. Social services and administration had virtually collapsed, transport and the cash economy were paralysed, agriculture had broken down, half of the population of the region were displaced, destitute and threatened with recurrence of the famine, which in 1988 had led to the deaths of some 250,000 people.

## Review

To implement the emergency relief programme, the active support of NGOs, particularly those already familiar with Southern Sudan, was needed. The NGOs, on the other hand, tended to lack the logistical and other resources to initiate emergency programmes in the area. The result was the creation of a symbiotic relationship in which UNICEF provided NGOs with material support and an umbrella under which they could operate in affiliation with Operation Lifeline Sudan, ensuring protection and mediation between NGOs, the Sudan Government and the SPLA/M. Having the advantage of grassroot knowledge, NGOs programmes included provision of general relief commodities, non-formal education and other social services, beside health activities. It must not be overlooked however, that the new situation of working with the rebel movement, and utilizing corridors of access never used before added quite distinct characteristics to the operation, which made necessary the creation of concerted effort where mutual assistance became indispensable.

The first task of UNICEF/OLS was to prevent mass civilian death from famine and epidemics. In 1989, the threat was controlled, but it still remains, particularly due to new outbreaks of fighting in Western Equatoria leading to displacement. The likelihood that fighting will continue to spread make it necessary for UNICEF/OHS to continue to be prepared to provide emergency relief supplies to avoid death and unnecessary suffering of civilians in Southern Sudan.

Before the war, the logistics infrastructure for the region was based in Juba, with road and river transport via Uganda or Khartoum. While Juba is now accessible only by air, the only access route to SPLA controlled areas is via Kenya, if one wants to avoid crossing of the lines. By mere coincidence, the tarmac road to Lokichogio at the Kenyan/Sudanese border had been completed early 1989, making it possible to establish a UNICEF forward base in the border area. Goods are trucked from there to localities in Southern Sudan wherever possible, however light aircraft is indispensable to reach more remote locations. Because of the need to utilize aircraft, but also due to the very bad road conditions as well as the security threats, transport and logistics consume an unusually high portion of the emergency budget.

Since the inception of Operation Lifeline Sudan, UNICEF has provided personnel, administrative and logistics support for its own operation and those of NGOs, and the need for this continues. Since the UNICEF Regional Office and the Kenya Country Office in Nairobi were overstretched an eventual establishment of a new office in Nairobi became inevitable.

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### General Objectives

- To continue to provide material and moral support to NGOs working in Southern Sudan, and assist in co-ordination of the relief effort.
- To continue to provide emergency shelter, survival items and other general relief supplies to civilians in Southern Sudan
- To continue to provide transport and logistical support to the relief operation
- To continue to provide administrative and personnel support to ensure the smooth running of the relief effort.

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Project 1  
NGO Support, Non-Formal Education & Social Services

**Introduction**

Much of the success of Operation Lifeline during 1989, was due to the concerted efforts of Non Governmental Organisations. By the end of 1989, more than 15 NGOs were working in SPLA/M controlled areas of southern Sudan, providing invaluable support to the entire operation. They worked in public health, provided technical assistance to SRRA field personnel, and assisted in restoring infrastructure through non-formal education and rehabilitation of social services.

Many NGOs welcomed the moral and material support of UNICEF, without which many of their achievements would not have been possible. This support ranges from air and ground transport, use of Lokichogio base as transit and entry point for southern Sudan and supply of programme inputs, to mediation with the SRRA and advocacy of the types of programmes and approach to be taken.

Some NGOs currently involved in the relief effort in southern Sudan, or planning to join it, had substantial projects before the outbreak of hostilities. As these organisations have long experience in programming assistance to the area, their contributions and grassroots knowledge have proven invaluable. Some organisations still maintain projects in areas controlled by the Government of Sudan, and need the protection of Operation Lifeline agreement vis-avis the Government of Sudan and the SPLA/M.

Due to the nature of the emergency situation in southern Sudan, of infrastructure, difficult logistics and long supply lines, some NGOs were not able to secure adequate funding to initiate their programmes. The logistical support and seed funds provided by UNICEF, enabled them to start their work while mobilizing resources from their respective donors.

**Specific Objectives**

- To continue to render logistics support to NGO personnel and goods transitting through Lokichogio, and ensure quick response and the smooth running of the combined operation
- To continue providing seed money to NGOs
- To serve as catalyst for resumption and promotion of social services in SPLA controlled areas, through provision of protection to collaborating agencies and mediation between NGOs, Government and SPLA/M

**Strategies**

Regular co-ordination meetings will be held at Nairobi, to provide briefings on the current political and relief situations and to avoid duplication of effort.

In the absence of established policies governing implementation of most NGO relief and rehabilitation projects, UNICEF will endeavour to ensure uniformity of objectives and standardization of programmes. In the design of projects, particular attention will be paid to community participation and to interventions benefitting children and mothers.

To this effect, regular workshops and meetings on such specific subjects as health, education and agriculture will be held at the field level, with SRRA counterparts.

Seed money will be provided to smaller NGOs, to allow them to begin implementation of programmes for mothers and children without delay. The funds will be tied to specific interventions in support of UNICEF's global objectives, and the fulfillment of reporting requirements. The NGOs are to mobilize their own funding after the initial phase, and it is not intended to contract services out to agencies.

UNICEF will support the efforts of the NGOs to apply their grassroots knowledge, in implementation of income generating programmes, co-operative schemes, women's activities, non-formal education and other priority activities.

### **Budget**

|  |            |
|--|------------|
| Base camp support to NGOs  | 100,000 \$ |
| Assistance to road transport   | 150,000 \$ |
| Programme/Liaison officer  | 80,000 \$  |
| Supplementary funds to specific NGO activities,<br>including income generating, co-operative schemes,<br>non-formal education, women programmes and others | 370,000 \$ |
|  | -----      |
|  | 700,000 \$ |
|  | =====      |

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## Project 2

### General Relief

#### Introduction

The ongoing civil war continues to threaten the lives and homes of the civilian population of Southern Sudan.

At the end of 1989, Juba was again under attack by SPLA forces, while heavy fighting erupted in Western Equatoria. Thousands of displaced persons reportedly fled the major villages or towns to the countryside of Western Equatoria as well as to Torit and Kapoeta districts. They are destitute arriving with only what they are able to carry themselves, in areas where resident population has nothing to share. The recent intensification of the war and the ensuing mass displacement may well continue, and donors and relief agencies must be prepared for an exodus from Juba and other major towns.

During 1989, UNICEF prepositioned at Lokichogio and distributed a range of survival materials, including blankets, tarpaulins, jerrycans, construction materials, salt, soap and other relief items, but the stocks were soon depleted. While none of the commodities were available in sufficient quantities, they have helped to alleviate the suffering of many thousands of civilians.

#### Specific Objectives

- To continue provision of emergency shelter, blankets and other survival items to avoid death and unnecessary suffering of civilians in southern Sudan.
- To preposition ample stocks of basic relief commodities at Lokichogio, in order to be able to respond promptly to mass displacement resulting from intensification of hostilities.

#### Strategies

Bulk relief supplies will be brought by sea to avoid high airfreight charges, or procured locally if competitively priced. In view of the long leadtimes required for with seafreight, orders be placed as soon as funding has been secured. The items to be purchased will include blankets, tarpaulins, jerrycans, cooking equipment, construction materials, cloth for the making of mosquito nets, handtools and other basic needs.

Other more costly items such as watertanks, waterpumps, transport equipment and will be purchased as and when required.

The stores at the base camp in Lokichogio have already been prepared to receive large quantities of supplies, where they will be safeguarded and protected against weather.

Although the most essential survival materials will be stocked at the Kenya/Sudan border, there will always be a need for urgent response if disaster strikes. This will require offshore procurement and airfreight, and funds need to be set aside to ensure flexibility.

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Joint UNICEF/SRRA assessments will be carried out, in order to estimate the number of beneficiaries in particular areas, and quantities to be called forward from Lokichogio will be determined accordingly. Distribution of commodities will be monitored by resident UNICEF field personnel.

**Budget**

Procurement and transportation of survival materials

500,000 \$

=====

## Project 3 Transport & Logistics

### Introduction

Transport and logistics pose a challenge to any relief effort in southern Sudan, especially given the time constraints emergency operations and the need for utilizing windows of opportunity as they occur.

The programme focuses mainly on the area east of the Nile and south of the Sobat rivers. Eastern Equatoria has only two improved roads, one from the Kenya/Sudan border to Juba via Kapoeta and Torit, the other connecting Nimule and Bor. Although designed as all-weather roads, they have not been maintained for years. Bridges and culverts have been destroyed during the fighting, making it impossible to cross even small rivers in the immediate aftermath of rains. In addition, certain stretches have been mined, and must be avoided by driving through the bush.

There are no improved roads linking Pochala, Pibor Post and other locations north of Bor to Eastern Equatoria, and the tracks are negotiable only by 4WD vehicles during the January-dry season. During the rest of the year, road transport outside Eastern Equatoria has proven impossible, with large areas especially in Upper Nile region experiencing seasonal flooding. In most of the area, rainy season communication is only by air. Most of the principal towns and villages have airstrips, but they are poorly maintained and subject to weather conditions.

Since the Government of Kenya has recently completed construction of a tarmac road up to the Kenya/Sudan border, Lokichogio has proven to be the ideal location for a logistics base. Both the UN and ICRC have set up camps comprising basic tented accommodation for relief personnel and sufficient warehouses to stockpile supplies. The airstrip was improved in 1989 to a length of 2,500m able to accommodate large aircraft. Convoys are assembled at Lokichogio, using trucks of not more than 7 MT capacity, and relief goods will be trucked into Sudan as far as road conditions allow. From there, light aircraft (Twin Otter), will pick up the supplies and fly them to locations not accessible by road. Vaccines, other perishables, urgently needed drugs, high value equipment and personnel are airlifted directly from Lokichogio to their final destinations.

### Specific Objectives

- To continue effective logistic support to UNICEF and NGO assisted relief operations in southern Sudan
- To provide a safe haven for relief personnel in case of intensification of fighting
- To provide a safe haven for relief personnel in case of intensification of fighting.



## Strategies

UNICEF will maintain one Twin-Otter aircraft at the Lokichogio base, for the duration of the relief operation, to ensure timely delivery to project sites of relief goods, drugs and vaccines as well as transportation of technical personnel and monitors in the field. For areas outside Eastern Equatoria, this aircraft will constitute the only means of communication.

A second aircraft will be required for a period of 6 months, for delivery of 400 MT of seeds and handtools to locations inaccessible by road, prior to the planting seasons, and to assist in acceleration of child immunisation programmes and control of epidemics.

Suitable contractors will be engaged to forward relief supplies to locations accessible by road. Lokichogio will continue to serve as the turning point for trucks picking up prepositioned goods after return from Sudan. To this effect, UNICEF will maintain sufficient storage, support personnel, and adequate fuel supplies.

The camp, as a transiting point, will continue to provide accomodation and catering services to the UN and directly associated NGOs transiting to and from Sudan.

A workshop will be established to maintain and repair NGO and UNICEF owned transport. A mechanic will be hired and spare parts provided.

## Budget

|  |              |
|--|--------------|
| Cost of aircraft (approx 145 hours/months, @ 800 \$) | 1,400,000 \$ |
| Road transport, warehousing, fuel                    | 450,000 \$   |
| Spare parts, tires, repair costs                     | 200,000 \$   |
| Salary of mechanic                                   | 20,000 \$    |
| Base camp expenses, casual labour, petty cash        | 160,000 \$   |
|  | -----        |
|  | 2,230,000 \$ |
|  | =====        |

## Project 4 Administrative, Personnel & Finance Support

### Introduction

Since the inception of Operation Lifeline Sudan, UNICEF has provided personnel support mainly through short-term consultancies and short-term appointments of locally recruited staff. In addition, staff have been seconded from other UNICEF offices to undertake various tasks. While, in the short term, this has contributed greatly to the success of the programme, its long term effect has been high staff turnover and subsequent lack of continuity.

The UNICEF Regional Office and the Kenya Country Office, in spite of limited resources, supported the programme in such areas as procurement, payments etc. This support has proved vital to the operation, but the inadequate resources available from the two offices has to delays, which have, on occasion, affected the Operation's capacity to deal promptly with urgent issues.

The seating of staff in various isolated offices has impeded the smooth flow of work. Offices have been borrowed from the Regional Office and the Building and Grounds Management Unit of United Nations Common Services in different blocks of the Gigiri complex in Nairobi. This has tended to hinder interaction among the various units of OHS.

### Specific Objectives

- To provide effective support to OHS in the areas of administration, personnel and finance
- To provide an organizational structure geared towards self-sufficiency and streamlined personnel support to the programme so as to relieve the Regional office and the Kenya Country office of the burden imposed on them by OHS
- To relocate staff in new accomodation to ease work flow and facilitate interaction among the various units.
- To recruit the minimum staff required to sustain the operation on a semi permanent base.
- To provide support to staff outposted in southern Sudan and the Base camp at Lokichogio.

### Strategies

Staffing: A number of new staff will be recruited particularly to strengthen the Finance Unit, and the Supply and Logistics Unit. These include an Assistant Finance Officer, a Finance Assistant and a Finance Clerk all for the Finance Unit. Only the post of Finance Assistant will be new since the other two are conversions of existing short-term appointments. With the unit so established UNICEF/OHS will open and operate its own bank account, thus enabling it to effect payments promptly. The supply and Logistics Unit will consist of a Supply and Logistics Officer, Assistant Supply Officer and Procurement Assistant. All the activities of the Administration, Personnel, Finance, Supply and Logistics Units will be co-ordinated by a new Operations Officer.

The costs of the OLS Co-ordinator and Chief of Operations, and the Information/Media Co-ordinator will be charged to this project.

Accommodation: An old disused building within the United Nations complex will be renovated and refurbished as offices for OHS. This will enable OHS to bring together its staff facilitate work flow. The 'pockets' of accommodation used by OHS will be handed over to their owners who are already showing strains of congestion.

Lokichogio sub-office: The camp manager of this transit camp is responsible for receiving and timely forwarding of supplies, aircraft co-ordination, day-to-day operations and supervising the activities of KOS, the catering group based at the camp. He is assisted by a finance clerk. These functions need the back up support of the Finance Unit based in Nairobi, in scrutinizing the accounts and replenishing the special petty cash.

At periodic meetings held at the camp, staff outposted to Sudan will have the opportunity to discuss with staff from Nairobi, issues related to their work.

### **Budget**

|  |              |
|--|--------------|
| Salaries of administrative & logistics personnel | 819,000 \$   |
| Office accommodation in Nairobi                  | 152,000 \$   |
| Transport, communications, travel, miscellaneous | 178,000 \$   |
|  | -----        |
|  | 1,149,000 \$ |
|  | =====        |