

# MCOF Sudan 2017 2019



## MIGRATION CRISIS OPERATIONAL FRAMEWORK



International Organization for Migration (IOM)  
The UN Migration Agency

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# Acronyms

AU	African Union
AVRR	Assisted Voluntary Return and Reintegration
CCCM	CAMP Coordination and Camp Management
CoR	Commission for Refugees
CT	Counter-Trafficking
DRR	Disaster Risk Reduction
DTM	Displacement Tracking Matrix
EU	European Union
FGM/C	Female Genital Mutilation or Cutting
GoS	Government of Sudan
HAC	Humanitarian Aid Commission
HBM	Humanitarian Border Management
HCT	Humanitarian Country Team
IASC	Inter-Agency Standing Committee
IBM	Immigration and Border Management
IDP	Internally Displaced Person
IGAD	Intergovernmental Authority on Development
IMF	International Monetary Fund
IOM	International Organization for Migration
MCOF	Migration Crisis Operational Framework
MiGOF	Migration Governance Framework
Mol	Ministry of Interior
ES/ NFI	Emergency Shelter/Non-Food Item
OCHA	Office for the Coordination of Humanitarian Affairs
PHA	Principles for Humanitarian Action
PRDS	Progressive Resolution of Displacement Situations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
UNISFA	United Nations Interim Security Force for Abyei
UNODC	United Nations Office on Drugs and Crime
VoT	Victim of Trafficking
WASH	Water, Sanitation, and Hygiene









## INTRODUCTION

The migration crisis in Sudan is characterized by large protracted displacement of almost 3.2 million people mainly located in Darfur and Kordofan States, and to some extent in Blue Nile. Sudan is also both a temporary and long term host country to a large population of refugees and asylum seekers, including unaccompanied or separated minors, temporarily settling in the Eastern States of Sudan and throughout the country. Sudan is also a place of origin for migration due to on-going conflicts and related insecurities, as well as a stagnated economic situation marked by widespread unemployment. The overall crisis is compounded by a range of long term factors such as the fragility of many of Sudan's neighboring countries, climatic and environmental challenges and an underinvestment in social services. Given the current protracted context, it is likely that humanitarian challenges in Sudan will continue to remain high over the coming three years, as there are currently 4.8 million people in need in Sudan<sup>1</sup>.

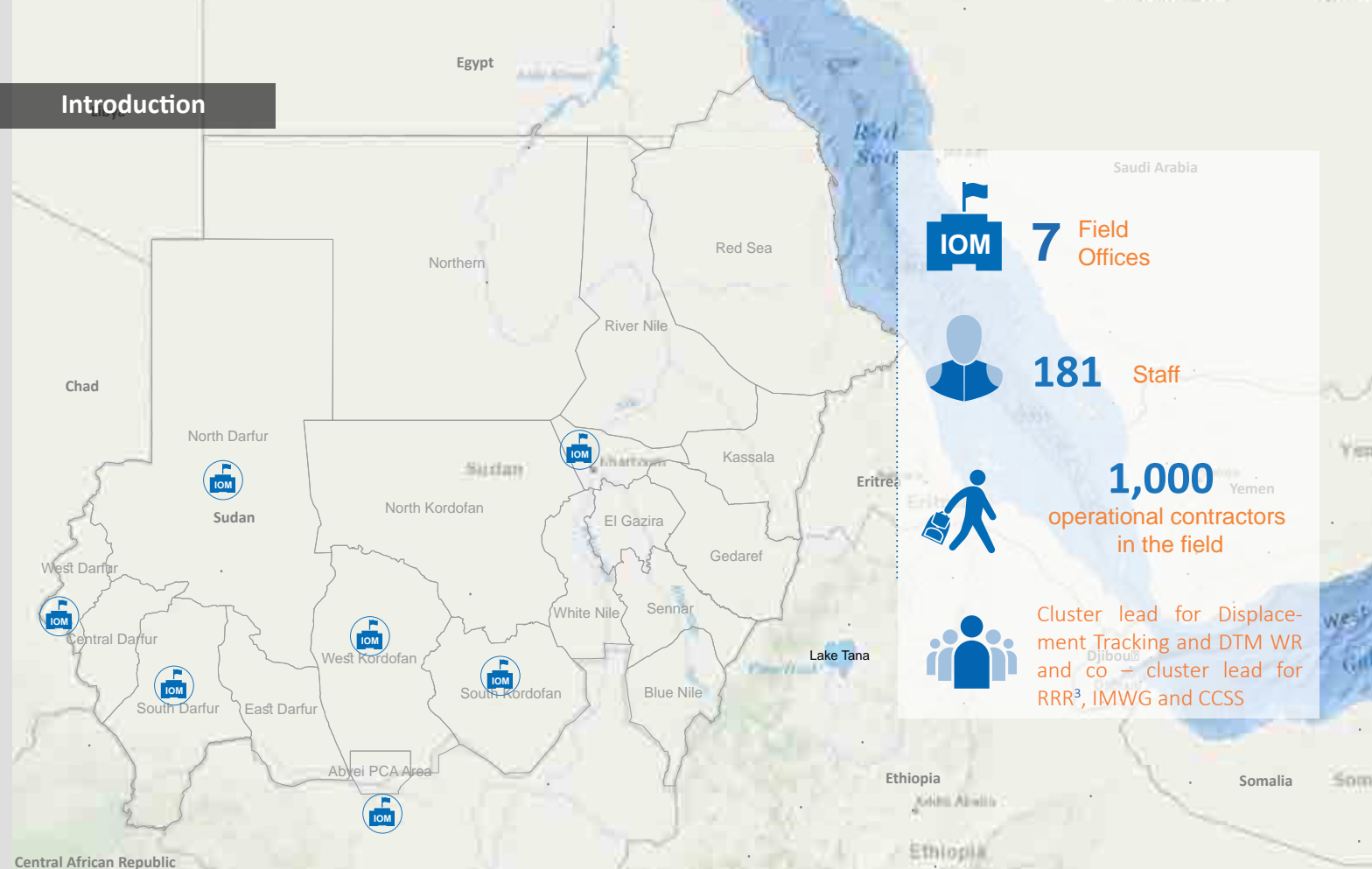
In an effort to support the Government of Sudan (GoS) and its people to address the challenges and opportunities before, during and after a migration crisis, the IOM mission to Sudan has developed its MCOF Strategic Plan for 2017/2019 to align its programmatic development and approaches with the principles and objectives of good migration governance. This comprehensive document, based on the Migration Crisis Operational Framework (MCOF), lays the ground work to address current and foreseen needs in the coming years in Sudan. IOM has made every effort to look inward to identify specific operational areas that will best assist the GoS and its people during a Migration Crisis. This document is predicated on the continued collaboration of IOM with local and national governments, national and international partner organizations, civil society organizations, donors, international humanitarian systems, and local communities. It also lays out a clearer operational plan of the IOM Sudan Strategic Framework 2015-2017 and provides more in-depth analyses and response of the migration crisis in Sudan. Based on analysis, in order to achieve the aforementioned goals, IOM has identified required response areas (pillars) that span across and address all three phases of crises.

**Pillar I: Providing Effective Humanitarian Response**

**Pillar II: Early Recovery and Transition**

**Pillar III: Promoting National Ownership, Preparedness and Resilience**

To ensure a systematic analysis and response, IOM uses the MCOF as a basis for a comprehensive view of the coordination and response needs across the 15 MCOF sectors of assistance. These sectors represent IOM's functional areas that combine humanitarian, transitional and early recovery activities and migration management services. Together they are a way to examine the varied needs and vulnerabilities of populations affected by a migration crisis, and correspondingly deliver assistance throughout the different phases of a migration crisis. The MCOF approach also guides programmatic interventions to meet objectives and defines roles, such as identifying which sectors should be mobilized, where the gaps are in an operational response, as well as which partners are responsible and available for a coordinated response. The MCOF based Strategic Plan rests upon IOM's Principles for **Humanitarian Action** and IOM's **Progressive Resolution of Displacement Situations**<sup>2</sup>.



## IOM Migration Crisis Operations in Sudan

Sudan has been a Member State of IOM since 1998. IOM opened an office in Sudan in 2000 and since then has established additional six offices across the country, with a work force of 28 international and 153 national staff in Khartoum, with 69 staff members in the field. IOM Sudan recognizes the inevitability and necessity of human mobility, and is committed to migration management that supports human rights, humanitarian principles, and the dignity of both migrants and their host populations.

To address these humanitarian and early recovery challenges, IOM Sudan has responded to the needs of affected populations by addressing the vulnerabilities in various states in the country. IOM's essential assistance to a variety of migrants including Internally Displaced Persons (IDPs) returnees and refugees, continues to be implemented within the humanitarian principles of "Do No Harm" and "Accountability to Affected Populations," and thus, the same assistance was also extended to host communities<sup>4</sup>.

IOM Sudan, together with and through Civil Society Organizations (CSOs) and Non-Governmental Organizations (NGOs), works on a broad range of projects including: research, awareness-raising, training, migrant assistance,

health-care provision, and other forms of humanitarian and early recovery service delivery. IOM manages grant programs in both emergency response and community stabilization to better support community based initiatives in hard to reach areas. To ensure complementarity within the UN cluster system, IOM Sudan serves as a co-lead of the Recovery, Return and Reintegration Sector and as sector lead for Coordination and Common Services.

The core of IOM's humanitarian, early recovery and transition operations are based on IOM's Displacement and Tracking Matrix (DTM), a unique tool that captures the movement and trends of a constantly moving population, providing ongoing and up-to-date information, during and after new crises. DTM activities in Sudan are taking place in 26 locations in all Darfur states, as well as South Kordofan. DTM information and reports serve as the baseline data to the humanitarian community for targeted humanitarian and early recovery and transition responses to those most in need, ensuring timely response and allowing for close coordination and collaboration with government counterparts, communities, and other humanitarian actors.





## Partnerships and Coordination

Since its establishment, IOM Sudan has been developing multi-stakeholders partnerships with a broad range of Sudanese institutional counterparts at the federal, national, and local level such as the Ministry of Foreign Affairs; the Secretariat of Sudanese Working Abroad, which acts as the chair of the permanent committee appointed by the GoS in charge of general institutional relations with IOM; the Ministry of Interior (MoI); the Ministry of Finance and Economic Planning; the Ministry of Social Welfare; the Humanitarian Aid Commission (HAC); the Ministry of Health, the Ministry of Justice; the Ministry of Labour; and additional institutions such as the Abyei Joint Oversight Committee, the offices of State Governors, and the Commissioners of various localities.

In line with its global mandate, IOM Sudan acts with its partners in the international community. IOM is a member of the United Nations Country Team (UNCT) and Humanitarian Country Team (HCT). IOM contributed towards the development of the first Joint Strategy on Counter Trafficking in 2013 with United Nations High Commissioner for Refugees (UNHCR). This partnership has now grown to include United Nations Children's Fund (UNICEF), United Nations Population Fund (UNFPA) and United Nations

Office on Drugs and Crime (UNODC). IOM is aligned with the United Nations Development Assistance Framework (UNDAF), the operational framework between the GoS and the United Nations Country Team (UNCT), supporting national development and the UN System to effectively respond to Sudan's national priorities as articulated in the Five-Year National Development Plan 2012-2016. IOM Sudan supports UNDAF goals as the UNCT co-chair for the Monitoring and Evaluation Group; as the focal point for Pillar Four: Social Cohesion, Peace Consolidation and Peace Dividends, and as one of the members of the UNDAF Task Force for the elaboration of the upcoming Development Plan 2017-2021. Finally, IOM is a member of the technical working group for the preparation, development, and implementation of Sudan's Poverty Reduction Strategy Paper.

Cooperation with and support to a number of civil society organizations (CSOs) and community-based organizations (CBOs) at the central and community level also represents an essential element of IOM Sudan's work for an effective, participative strategy of intervention to promote community-level peace and social cohesion as a long term process.



# Part I Context Analysis

## Key Factors Determining the Migration Crisis in Sudan

**Security:** While the conflict in Sudan has evolved from high levels of violence experienced in the period of 2003-2014 to the current lower intensity confined conflict situation, a peaceful settlement of the conflict is not envisaged in the immediate future. The conflict in Darfur has taken on multiple dimensions, with a range of armed groups and criminal elements operating in the region. In this context, violence has become more widespread and unpredictable, and the humanitarian environment more fragile. The general security situation in Darfur continues to be volatile and highly unstable. The conflicts occurring continue to be between Darfur armed movements and the GoS, militia or armed tribal groups versus other opposing tribal groups or armed movements; and tribal and resource based conflicts.

The security situation in Blue Nile state and Kordofan regions of Sudan remains unstable and volatile due to the armed confrontations between the Sudan Armed Forces and Sudan People's Liberation Movement-North. Periodic clashes between rebel groups and government forces often include the use of heavy weaponry and the use of air strikes. Similarly, the Abyei territory, still disputed by Sudan and South Sudan, remains a flash point for intertribal violence between Misseriya and Dinka tribes. Despite continued United Nations Interim Security Force for Abyei (UNISFA) military patrols, occasional armed attacks have been taking place resulting in the loss of lives and injuries, as well as damage to properties. Tensions remain high due to the presence of movements of Misseriya militia as well as Sudan People's Liberation Army soldiers in the contested area. Incidents of killings and cattle rustling have continued as the Misseriya pastoralist move towards Dinka inhabited areas each year in search of fresh grazing areas.

While the East has remained stable for a number of years following the Eastern Peace Agreement<sup>12</sup>, it shares many of the same resentments as the South and Darfur about its historic marginalization in national politics. At the moment, elements of extremist groups remain active in Sudan and have threatened to attack international interests. The GoS is cooperating with the U.S. government on counter terrorism issues, but there are still significant threats directed toward Western facilities and citizens. Terrorist groups are known to operate in Sudan and these groups seek opportunities to carry out attacks against foreigner interests. Terrorist actions may include suicide operations, bombings, or kidnapping.

**Social:** As of 2016, Sudan had an estimated population of approximately 39,6 million, comprised of various ethnic groups and tribes. Recurrent themes appearing within analyses conducted on the overall situation in Sudan are the tribal and ethnic nature of society and the continued prevalence of traditional gender norms. Social relations suggest that women have a lower status than men. Despite noticeable progress in efforts to address gender inequality, formal and informal educational institutions do not consistently promote gender equality in all aspects of social, economic and political life<sup>5</sup>. More than 40 per cent of Sudan's population is below 15 years of age, which represents a typical demographic characteristic of a developing country<sup>6</sup>. Sudan is experiencing an exponential demographic shift towards a youth-based population. Despite the efforts made so far by the government, programming to ensure that government programming or services are aligned with the importance that this age cohort deserves need to be strengthened.





**Environmental:** The central and the northern parts of Sudan include extremely dry desert areas such as the Nubian Desert to the northeast and the Bayuda Desert to the east; whereas, in the South there are swamps and rainforests. In the northern and western semi-desert areas, people still rely on the scant rainfall for basic agriculture and many are nomadic, travelling with their cattle along seasonal traditional migration routes. Environmental problems include drought and desertification, as well as flooding<sup>10</sup>, leading to conflict over limited resources. Soil degradation and sand dune movement lead to drought and accelerated rates of desertification, impacting the ability of the soil to sustain production. Climate change, drought, and desertification also accelerated the deterioration of available water sources. An estimated 80 percent of the country's rural population relies on agriculture-based production for their food and income. In some areas, however, production is gravely hampered by persistent insecurity, a lack of quality agricultural inputs, unpredictable rainfall, restricted livestock movement and over-stretched natural resources<sup>11</sup>.

**Economic:** Sudan's economic situation has deteriorated in recent years largely due to its protracted social conflict, civil war, and, in July 2011, the loss of three-quarters of its oil production due to the secession of South Sudan. Investment in social development and job creation has received little attention, and unemployment rates have steadily increased since 1990, with the rate peaking at 20.7 per cent while the country's estimated youth unemployment is at 23.3 per cent as of 2014<sup>7</sup>. The depressed economic situation has also impacted human mobility in Sudan in terms of urbanization; the rapid surge of urbanization in Sudan (from 8.3 per cent urban in 1956 to 30.9 per cent in 2008 and 34 per cent in 2015)<sup>8</sup> is not only caused by recurrent conflicts but by notably better living conditions in urban areas. Inadequacies in the provision of basic health and education services outside of Khartoum are also playing a role in rural exodus. A large proportion of the population in Sudan that is vulnerable to poverty and economic shocks is concentrated among those groups who have been affected disproportionately by conflict and displacement, people with disabilities, people with HIV, women-headed households, victims of violence, the elderly, and orphans. These groups sometimes face multiple shocks and lack access to resources and coping strategies for dealing with risks<sup>9</sup>.



# Mobility Dimensions of the Crisis

## Internal Forced Migration: Massive Population Movements

Forced migration in Sudan has led to massive population movements and at the end of 2016, there are a total of **8 million** people in need of humanitarian assistance, **out of which 3.2 million** are IDPs and **0.7 million** are asylum-seekers, refugees and IDPs or refugee returnees<sup>13</sup>.

Triggers of displacement vary widely, including but not limited to, exploitation of resources that have disrupted traditional migratory routes, intertribal competition over water and land use, and infrastructural and economic development projects that have caused large-scale population movement or forced resettlement. Also unique in Sudan's context is that movement is not only a consequence of conflict but often a cause, with normal pastoralist migratory routes being an ongoing point of tension between groups.

IDPs in Sudan are largely living in camps in Darfur, however, some of them are either in squatter settlements around Khartoum or within host communities in states of Kordofan, Blue Nile and the territory of Abyei. Due to the nature of this prolonged and recurring crisis, many of these vulnerable migrants continue to face protracted displacement, heightened health challenges and vulnerabilities. Overcrowding in the camps and high risk displacement areas with limited safe drinking water and sanitation facilities, increase the risks of water borne infections and other communicable diseases. In addition, the limited access to life saving health care services such as management for malnutri-

tion, skilled birth attendants, and emergency referrals, result in higher rates of preventable causes of morbidity and mortality. Sudan's conditions of protracted displacement can also be attributed to limited natural resources and livelihood opportunities that have caused continuing cycles of out-migration and repeated displacement. Ultimately, a fundamental improvement to the situation will only be achieved through durable solutions for IDPs and host communities, addressing the drivers of forced migration and repeated displacement, and investing in social services and basic socio-economic development, including the development of human and social capital.





## Migration Flows; country of origin, transit and destination

**Sudan is an origin, transit and destination country** for irregular migrants due to its geographical location in Africa. Sudan is also a hub for the north eastern route for nearly all Eritrean, Ethiopian and Somali migrants who intend to cross to Europe relying on the services of unscrupulous brokers, and are often subjected to severe exploitation and abuse. Refugees, asylum seekers and other migrants residing in or transiting through Sudan also include other nationalities, primarily Chadians, Ugandans and Nigerians, among others. Given the need for self-maintenance, many refugees and irregular migrants enter into the informal labor market. Migrants generally have low awareness of their rights, which places them at further risk of exploitation and abuse. Migrants also face discrimination and social exclusion in Sudan. Another area demanding humanitarian response attention is the **emergency evacuation of Sudanese migrants** affected by crises abroad. So far IOM Sudan has provided emergency evacuation through transportation and medical checks to Sudanese coming from the Central African Republic, Libya, South Sudan, Chad, Syria, Yemen, and other countries. Emergency consular services, accommodation, and onward travel are also coordinated as needed for third country nationals. The last emergency evacuation experienced followed the start of the Yemen crisis in March 2015. IOM Sudan has assisted in the evacuation of stranded Third Country Nationals (TCNs) as well as Sudanese. The Republic of Sudan has been used as an evacuation hub and humanitarian bridge with a total of 1,425 individuals evacuated on chartered flights departing from Sana'a, Yemen to Khartoum, Sudan since 12 April 2015.

**Human trafficking and smuggling:** Migrants, unaccompanied minors, refugees, and asylum-seekers, primarily from East and West Africa, are highly vulnerable to (sex) trafficking and forced labor in Sudan. IOM together with UNHCR have seen a signif-

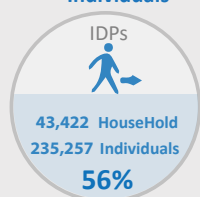
icant increase in the number of asylum seekers and refugees being abducted in Sudan and held for ransom and/or trafficked into slavery and slavery-like practices. They are either abducted as they enter Eastern Sudan or are taken by force from areas in and around Shagarab refugee camp in Gedarif state where the new arrivals are hosted. Having been misled by smugglers, others fall victim to traffickers when travelling from the East of the country to Khartoum in search of positive alternatives to the refugee camp context, or while trying to leave Sudan. The capital of Sudan has not remained immune to this phenomenon. As both refugees and migrants are attracted to Khartoum where they hope to find economic opportunities, the capital has become a transit and destination point for people smuggling and human trafficking. Cases of migrant smuggling from Ethiopia directly to Khartoum are also common. Those who travel irregularly frequently solicit the services of a smuggler, not only to cross the border but often all the way to Khartoum in the hopes of finding employment. The illegal nature of the phenomenon, as well as the lack of registration of refugees in urban areas, has made identification of victims particularly difficult. Systematic protection of and direct assistance to these populations is therefore lacking. **Together with its international aspect; human trafficking and smuggling** has a regional dimension as well, reaching far beyond Sudan. Sudan is a transit point in the Eastern African Migratory Route into North Africa and towards Europe as well as west into Yemen and the Gulf States and a sophisticated network of smugglers and traffickers enable movement of people from and through Sudan towards other countries. The GoS adopted an Anti-Trafficking Act in 2014 to focus on addressing this issue; however, there remains a gap in the government's capacity to combat human trafficking to ensure that appropriate direct assistance reaches the victims<sup>14</sup>.

# Vulnerable Mobile Populations in Need of Assistance

## IDP

235,257

Individuals



**Internally Displaced Population:** The IOM DTM programme registered a total of 235,257 IDPs in the states of North Darfur, South Darfur, Central Darfur, South Kordofan, and West Kordofan during 2016. South Kordofan had the highest registered number of IDPs (69 per cent), followed by South and North Darfur (31 per cent). 24 per cent of the Darfur caseload consisted of protracted IDPs that were re-registered through biometric exercises in North Darfur State. However, due to the fluid nature of mobility in Sudan, many of the registered IDPs are likely to have moved again, or already returned to their place of origin. Access and funding constraints prevented DTM from registering the total caseload of IDPs reported to IOM.

The largest percentage of the registered IDPs (45 per cent) were school-aged children (between 5 & 17 years) with an equal distribution between males and females;

33 per cent of the total population were of working age (between 18 & 59 years), and of them 60 per cent were females. The remaining 22 per cent of the registered IDPs were children under the age of four years (18 per cent), and 4 per cent were elders (aged 60 years and above). 63 per cent of the registered households were female headed. The largest identified vulnerable group were either lactating mothers (10,070 individuals) or pregnant women (3,144 individuals). Lactating mothers and pregnant women are considered vulnerable in the specific context of Sudan from a management of prenatal and neonatal nutrition perspective to address malnutrition in a timely manner. Together this group represented around 12 per cent of the registered female IDP population. This high percentage was followed by single parents (8 per cent) and IDPs who are physically disabled (7 per cent). Please see below tables for more information.

## Returnees

113,790

Individuals



**Returnees:** A total of 113,790 cross-border returnees were registered from January to December 2016, of which 90 per cent were returning refugees<sup>15</sup>. Um Dukhun locality in Central Darfur State accommodated about 70 per cent of the registered returnees. 80 per cent of the registered returnees stated that their return was permanent, while the rest stated that their return was seasonal<sup>16</sup>. During 2016 the focus of the registration process was mainly in North, West and Central Darfur States, while registration of returnees in South Kordofan and South Darfur States is planned to start in 2017.

The registered returnee population was divided almost equally between the two sexes. The majority of the registered returnees were under 18 years of age, 19 per cent being under four years and 44 per cent of school age (5 to 17 years). People of working age (18 to 59 years) represent 32 per cent of the total and only about 5 per cent were over 60 years old. Although the percentage varied in different locations, on average 72 per cent of households were female headed. Lactating mothers

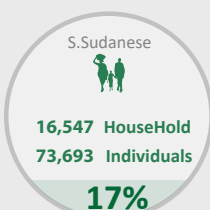
(4,330 individuals) and pregnant women (2,453 individuals), made up the largest identified vulnerable group amongst returnees (62 per cent) followed by people with physical disabilities (12 per cent) and unaccompanied minors (3 per cent). Please see below tables for more information.

Returns usually do not occur spontaneously, and cannot be supported, until a conducive environment for returns has been achieved, in particular, the safety and security of returnees at their locations of return. Other impediments are related to the availability of basic services and access to livelihood opportunities, which if not available in the areas of return, leave returnees vulnerable to further displacement. This affects both sustainability of returns and reintegration prospects. Land tenure and ownership related matters also affect – and impede – returns and reintegration, as returnees upon returning to their place of origin might find their land and property already occupied upon returning to their place of origin.

## Refugees

73,693

Individuals



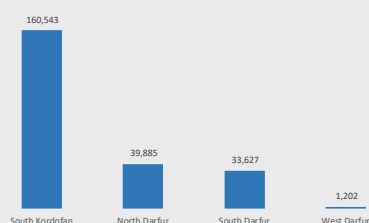
**Refugees:** Through the DTM, IOM has registered a total of 73,693 South Sudanese refugees representing 16,547 households in East Darfur and South Kordofan States<sup>17</sup>. Approximately 62 per cent were registered in five localities in East Darfur State while the remaining 38 per cent were registered in another five localities in South Kordofan State, mainly of old caseloads. Distribution between males and females was almost equal among the registered refugees (51 per cent males, 49 per cent females). The majority of registered refugees were children, 17 per cent of the total population were under four years old and 47 per cent were of school age (between 5 and 14 years). People of working age (15 to 49 years) were 34 per cent and only 2 per cent were over 50 years old. 56 per cent of households were female headed. The largest vulnerable group (54 per cent) identified amongst the registered refugee population were either lactating mothers (1,707 individuals) or

pregnant women (312 individuals). Together this group represented around 10 per cent of the registered female refugee population. 12 per cent of the vulnerable population were physically disabled and unaccompanied minors were 10 per cent. Please see below tables for more information.

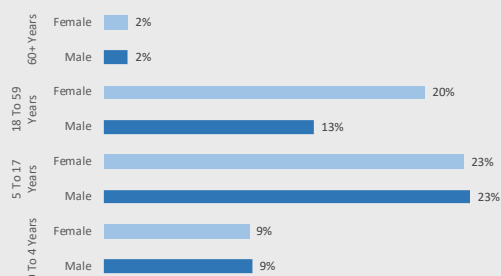
In addition to South Sudanese refugees, Sudan also hosts almost 140,000 refugees from other countries, including populations from Chad, Eritrea, Ethiopia, Somalia and Yemen. In particular, the Eastern region of Sudan hosts more than 90,000 mostly Eritrean refugees and asylum seekers, who continue to cross into the country at a rate of 700 individuals per month. The other large populations are Ethiopian and Somali refugees.



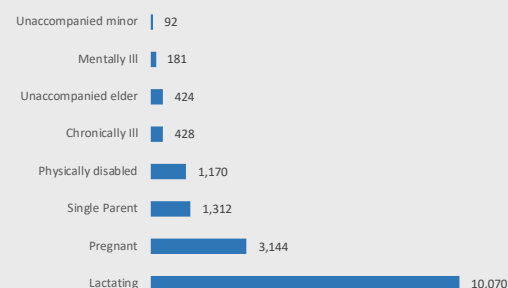
**Figure 1:**  
**IDP population by state**



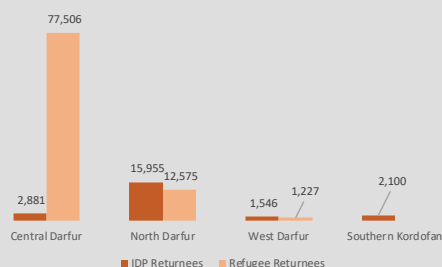
**Figure 2:**  
**IDP population by age and sex**



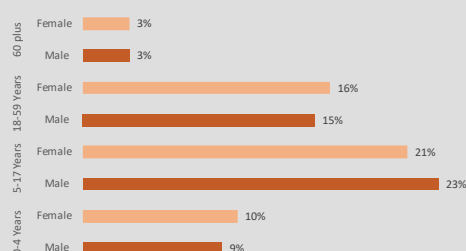
**Figure 3:**  
**IDP vulnerabilities**



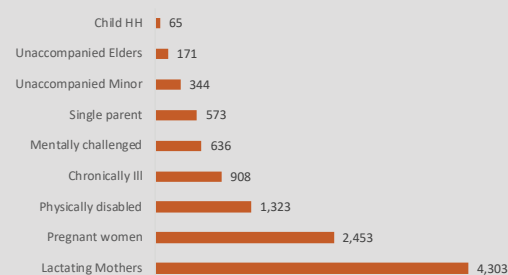
**Figure 4:**  
**Total returnee population by state**



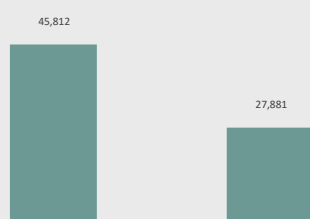
**Figure 5:**  
**Returnee population by age and sex**



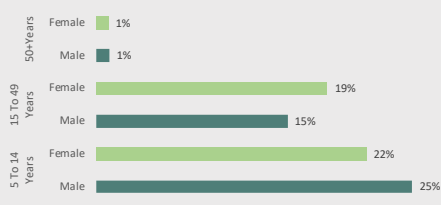
**Figure 6:**  
**Returnee vulnerabilities**



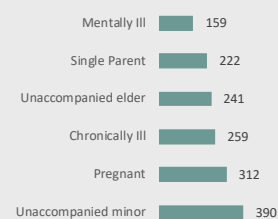
**Figure 7:**  
**Total refugee population by state**



**Figure 8:**  
**Refugee population by age and sex**



**Figure 9:**  
**Refugee vulnerabilities**



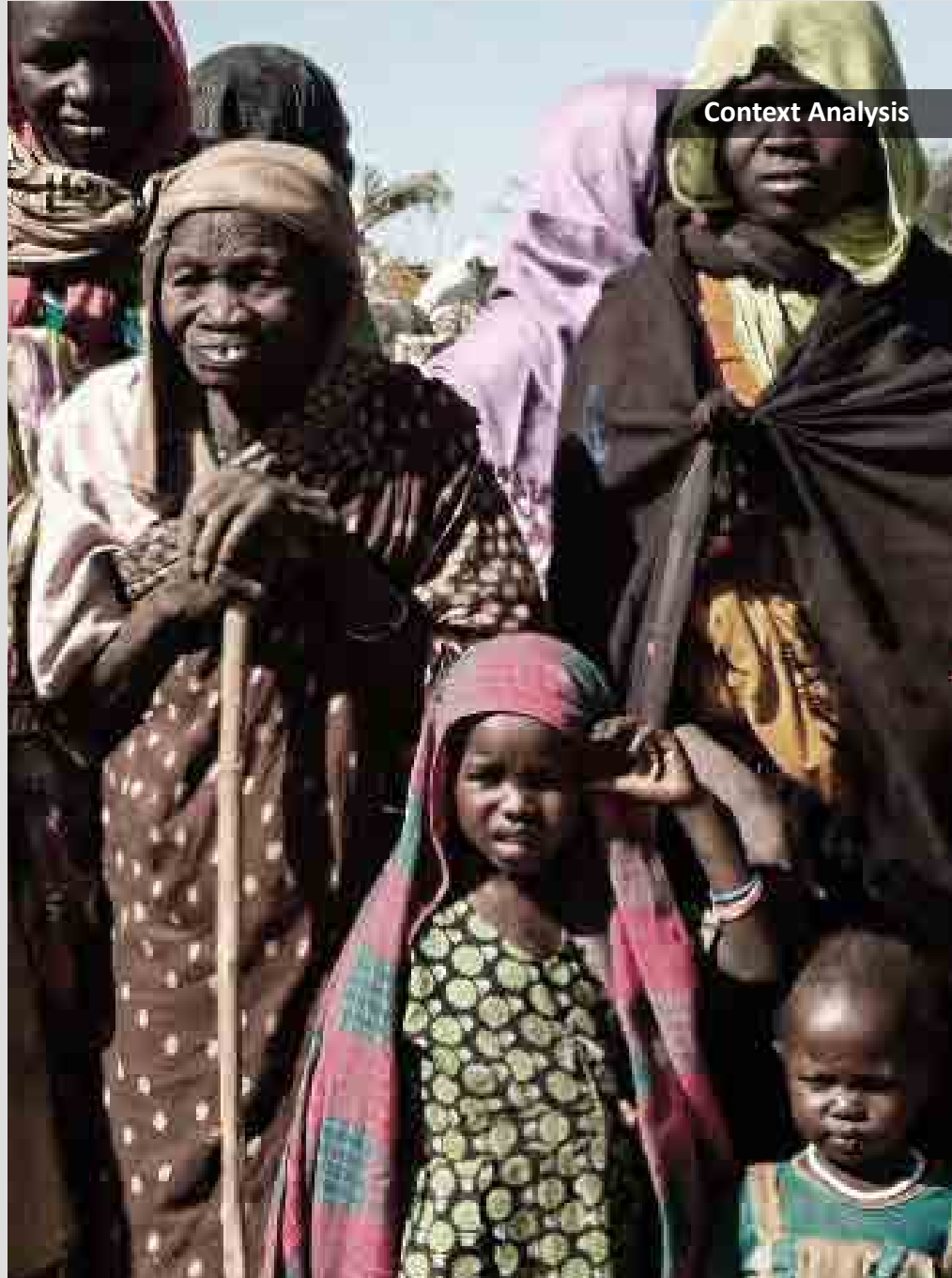


## Other Vulnerable Migrants

While accurate figures are lacking, it is estimated that there are 4.5 million Sudanese living abroad,<sup>18</sup> about half of whom (51 per cent) live in neighboring African countries and another 49 per cent in higher human development countries such as the Gulf States, Europe, and North America. Significant numbers of these Sudanese migrants have returned home either fleeing conflict or instability in the region or because of deportation. These Sudanese returnees include those returning from Syria, Libya, Chad, the Central African Republic, Saudi Arabia, Yemen, South Sudan, and other countries. The scale of these return movements has ranged from 63,000 returning from Libya following the conflict starting in February 2011, to 17,000 fearing reprisals by the Saudi Arabian government following a decree in December 2013 to deport all irregular migrants; to over 6,500

who were forcibly returned from Chad following clashes between Chadian and foreign economic migrants working in mines within the Tibesti Mountains region of Chad. These sudden displacements show the need for contingency planning to assist migrants caught in emergencies.





## Victims of Trafficking

some of the areas that IOM has identified of key concern are;

**Abduction and kidnappings:** unknown numbers of asylum-seekers and refugees have been abducted along the Eritrea/Sudan border, in and around refugee camps, as well as from cities in the East and Khartoum. Increasing numbers of asylum-seekers and refugees report cases of abduction, involuntary movement and detention, within Sudan or further afield, resulting in kidnapping or human trafficking.

**Trafficking of human beings & trafficking in organs:** reports concerning exploitation and abuse occurring on route indicate that some victims have their organs harvested for the purpose of organ trafficking and are subsequently left to die.

**Violation of the right to life and protection against torture:** severe physical abuse, which sometimes results in permanent disability, by traffickers is commonly reported in

Sudan. **Sexual violence is frequently reported:** sexual violence is commonly mentioned by migrants who have resorted to services of smugglers. Rape of men, although less common, is also reported. Victims often do not have access to health and psychosocial services<sup>19</sup>.

# Part II

# Outlook



## Operational Challenges

The **humanitarian needs** among vulnerable populations who are forcibly displaced by conflict, crises or natural disasters remain massive.<sup>20</sup> Due to the nature of prolonged and recurring crises, many of them face protracted displacement and multiple challenges. In most of the camps, particularly those located in the rural areas, service provision does not meet the Sphere minimum standards for humanitarian assistance.<sup>21</sup>

Despite the sustained need for ongoing humanitarian assistance, **humanitarian access** remains a challenge in Sudan, due to ongoing insecurity and denial of travel permits. Long term, large-scale conflicts continue between forces aligned with the central government in Khartoum and a variety of rebel factions. Major conflicts have at times extended to a maximum of 60 percent of Sudan's territories, and over 15 million have been affected by conflict. Periodic flooding also constrains access during the rainy season, rendering hard-to-reach locations at times inaccessible during the rainy season. During the 2016 rainy season for example, roads to Darfur and to Kassala in the East of Sudan were washed out and impassable, impacting upon the transportation of relief items to those in need of assistance.

Various areas of Sudan continue to experience **communal conflicts** associated with competition over land and water for agricultural and grazing purposes, especially along pastoralist corridors. Pastoralist livestock production depends on a system of strategic seasonal mobility, with livestock moving in search of vegetation during the rainy season, and returning in the dry season. Furthermore, limited availability of basic services and

limited livelihood opportunities resulted in competition over natural resources, which is an increasing source of tension between communities at the local level.

**Equal access to and the availability of basic services** in Sudan remain big challenges. Differences between urban and rural areas in terms of the service provision are notable and affect all sectors. Unequal wealth and resource distribution and decentralization are factors that have created a number of conflicts across the country. In spite of efforts, the ongoing conflict continues to challenge the already weak basic infrastructure across various regions. The UNICEF led Multi Indicator Cluster Survey (MICS) 2014 findings revealed that outcome and impact social indicators are worst in the conflict-affected areas in comparison to the non-conflict-affected areas regarding child survival, education, and protection.<sup>22</sup> In Sudan, more than 77 per cent of health facilities have been affected by the ongoing conflict, resulting in damaged infrastructures and lack of services provided due to the lack of staffing within facilities and medicine provision/availability. Disease outbreaks remain a major health challenge, including the re-emergence of vaccine-preventable diseases. These outbreaks are more likely to occur in crowded camp settings and areas of IDP concentration including host communities and are compounded by limited WASH services. Furthermore, many schools, clinics, and other administrative and community structures have been damaged or destroyed; disrupting a sense of normality and continuity among communities widening gaps in the above-mentioned sectors.





# Opportunities

There are **pockets of stability** in Sudan where displaced populations have spontaneously returned with the intention to settle permanently, and others return seasonally to cultivate their lands. This represents a window of opportunity for the GoS and other actors to support durable solutions for displaced populations. Those that decide to return or locally integrate, however, can place significant burdens on limited basic services and increase competition over scarce resources and basic services with host communities. Weak social cohesion and community level mechanisms to manage resources or disputes lead to the inability to handle increased intra- and inter-communal tensions, which can lead to further displacement, particularly between pastoralist and sedentary communities, and between displaced populations and host communities.



Sudan is attempting to **diversify its economy** through non-oil sources of revenue, such as gold mining, while carrying out an austerity program to reduce expenditures. As the world's largest exporter of gum arabic, Sudan produces 75-80 per cent of the world's total output. However, further expansion to processing – Arabic spray-drying – would enable Sudan to increase the value of the raw material. Agriculture continues to employ 80 per cent of the work force, but for Sudan to truly benefit from agriculture production it is important to increase agricultural productivity mainly through the promotion of fertilizer usage and the establishment of modern state-level grain storages. IOM has conducted socio economic surveys and market analysis in South, North and West Darfur States to inform livelihood

programming for migrants and host communities. Several cash based initiatives are already being developed, where the active involvement of community / beneficiaries is taken into consideration to achieve two objectives: i) promoting ownership of the programmes ii) creating sources of income, technical capacitation and self-reliance. The main types of income generating activities may include the provision of cash for work for the construction of infrastructures, such as women's centers in IDP camps, and the elaboration of semi-permanent shelters for IDP. These activities rely on engaging the beneficiaries through implementing partners, which provide technical capacitation, labor opportunities and cash in exchange for work.

# Forecasting

IOM Sudan's strategic plan is based on the assumption that humanitarian needs will remain high over the next **two years** due to interstate and neighboring instabilities (South Sudan, Central African Republic), and **food and livelihoods** insecurities that will continue throughout Sudan (**currently estimated at 3.6 million people**<sup>23</sup>).

Poor economic growth is expected to continue in Sudan and many countries within the MENA region, irregular migration flows from and through Sudan are expected to continue, heightening the risk of human trafficking and smuggling.

However, the expected more stable environment in certain areas of Sudan will allow IOM to pursue its strategic objectives, specific but not limited to helping to resettle and work towards other durable solutions for IDPs and returnees wanting to return to their place of origin and/or re-integrate into local communities. At the same time, should the various peace initiatives underway; like for example South Kordofan-Blue Nile peace talks overseen by African Union, the Darfur peace talks under the Doha Process overseen by Qatari government, the willingness expressed by the British Government to support and facilitate the peace talks with rebel groups that refused to be part of Doha process; be grasped and result in lasting peace, access to certain areas may be improved, enabling IOM to provide assistance to populations in need. Furthermore, the normalization and further strengthening of good relationships with neighboring countries in particular with South Sudan would foster an enabling environment within Sudan for IOM to pursue its strategic objectives.

The economic outlook in Sudan is expected to remain poor during the coming years, with limited livelihood opportunities available to IDPs, returnees, and migrants from neighboring countries. After a sharply lower expansion in 2016, partly due to the impact of the El Niño weather phenomenon on the vital yet fragile agricultural sector, Sudanese real GDP growth is expected to rise to an annual average of 4 per cent in 2017-20 as domestic oil production continues to rise slowly.<sup>24</sup> This growth will contribute to an increase in socioeconomic development opportunities for communities; economic diversification combined with increased employment opportunities should foster and strengthen self-reliance and support early recovery, both of which provide an enabling environment for (re)integration. Current mechanisms to address development and durable solutions for IDPs in Darfur have also been weak. The Darfur Regional Authority has been slow in receiving funds intended to sup-

port activities for the Darfur Development Strategy<sup>25</sup>, which is a coordinated and comprehensive strategy for supporting peace and development in the region. As outlined in the core pillars of the Darfur Development Strategy, reconstruction, governance, justice, reconciliation and economic recovery are crucial in accelerating development outcomes necessary to achieve long term solutions.

In 2016, the Government of Sudan and the UNCT agreed to start a new phase in the Global Humanitarian Response Framework that moves towards a longer term perspective (Multi-year Humanitarian Response Plan), with the final objective to promote durable solutions for IDPs and to end the actual protracted displacement situation. This strategy is being developed and in 2017 should be approved and in place. As a consequence, humanitarian support for many beneficiaries who will no longer be considered in need of strict lifesaving assistance will be reduced. One of the risks of this new response plan, if not coordinated properly, could be that many beneficiaries will not have increased access to additional/new livelihood opportunities that promote self-reliance. Youth without livelihood options potentially engage with irregular migration channels, are at risk of being victims of trafficking / smuggling, or are tempted to join criminal activities.

The situation in many neighboring countries also affects migration crisis dynamics in Sudan. The actual conflict in South Sudan, and the fragility of the situations Eritrea, Libya and Central African Republic adds uncertainty and necessitates scenario to planning on potential effects on migration. In general, the actual geopolitical changes in the world and/or in the region that may have impact on Sudan. The fluctuation in world oil prices, the U.S. embargo and the continuous devaluation of the Sudanese currency create conditions that breed social inequality, poverty and instability.









## Part II Strategic Response

In order to better respond to the Sudan migration crisis, IOM, based on the MCOF, has adopted an integrated, multisector approach, under three focus areas of interventions, addressing the three key phases of migration crisis; before, during and after. The three different focus areas ensure coherent and effective transitions between interventions in all phases of a crisis, which are always fluid and overlapping. For 2017/2019, IOM Sudan will continue to undertake a multi-faceted approach **ensuring coordinated and comprehensive humanitarian and transition interventions with the end goal to ensure communities are more resilient.** IOM's complementarity in humanitarian action has strengthened the inter-

face between emergency response and transition and development programming; resulting in effectively contributing to reducing the dependency on aid for populations experiencing protracted displacement. Complementarity also exists within its Displacement Tracking Matrix (DTM) to successfully inform assistance, ensuring planned response is needs-based, targeted and effective.





#### Strategic Objective 1

Vulnerable migrants and conflict affected populations are identified and assessed in a timely manner.

- Identify and assess the needs and patterns of vulnerable migrants and conflict affected populations.
- Ensure affected populations and communities have access to relevant information.

#### Strategic Objective 2

The most vulnerable migrants and conflict affected populations have improved access to emergency assistance and essential services.

- Ensure the most vulnerable migration crisis affected populations have direct access to humanitarian assistance.
- Improve funding mechanism to address critical life-saving needs.
- Improve mechanisms and systems to address country trafficking.

#### Strategic Objective 3

Increased self-efficacy and resilience for migration crisis affected population.

- Increase equity in access and management of critical resources.
- Support social inclusion and community participation.
- Provide livelihood support and community based economic development.

#### Strategic Objective 4

Community systems are strengthened to enhance social cohesion in migration crisis affected communities.

- Build the capacity of local leadership and organizations to promote social cohesion and conflict resolution.

#### Strategic Objective 5

Migration crisis affected populations are better equipped to achieve durable solutions.

- Provide basic services to ensure successful return, relocation, and (re)integration of migration crisis affected population.
- Create awareness among key stakeholders on land affairs and conflicts within host and origin communities.
- Promote diaspora engagement and human resource mobilization to support post-crisis reconstruction and development.

#### Strategic Objective 6

National institutions are better equipped with knowledge, skills and capacity to effectively respond to the migration crisis.

- Support the Humanitarian Aid Commission to effectively respond to the migration crisis.
- Provide transport services for the most vulnerable migrants in coordination with governments of affected nationals.
- Build the capacity of the national immigration department on Humanitarian border management.
- Strengthen the capacity of local stakeholders to increase their capacity to effectively deliver urgent assistance and protection services to vulnerable migrants.

# Pillar II

## Early Recovery and Transition

- **Strategic objective 3**  
Increased self-efficacy and resilience for migration crisis affected population.

- **Strategic objective 4**  
Community systems are strengthened to enhance social cohesion in migration crisis affected communities .

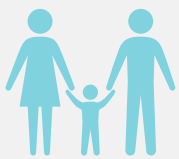
- **Strategic objective 5**  
Migration crisis affected populations are better equipped to achieve durable solutions.

# Pillar I

## Providing Effective Humanitarian Response

- **Strategic objective 1**  
Vulnerable migrants and conflict affected populations are identified and assessed in timely manner.

Target group



Estimated budget



6,500,000 USD

- **Strategic objective 2**  
The most vulnerable migrants and migration affected populations have improved access to emergency assistance and essential services.

Target group



Estimated budget



41,875,000 USD

Total



48,375,000 USD



IDPs, Returnees, other affected populations  
including pastoralist and host communities

Target group



Estimated budget



31,250,000 USD

Target group



Estimated budget



6,000,000 USD

Target group

Estimated budget



18,900,000 USD

Total



56,150,000 USD

## Pillar III

### Promoting National Ownership and Resilience Preparedness and Prevention

- Strategic objective 6

National humanitarian institutions are better equipped with knowledge, skills and capacity to effectively respond to the migration crisis.

Target group



Estimated budget:



20,600,000 USD

Total



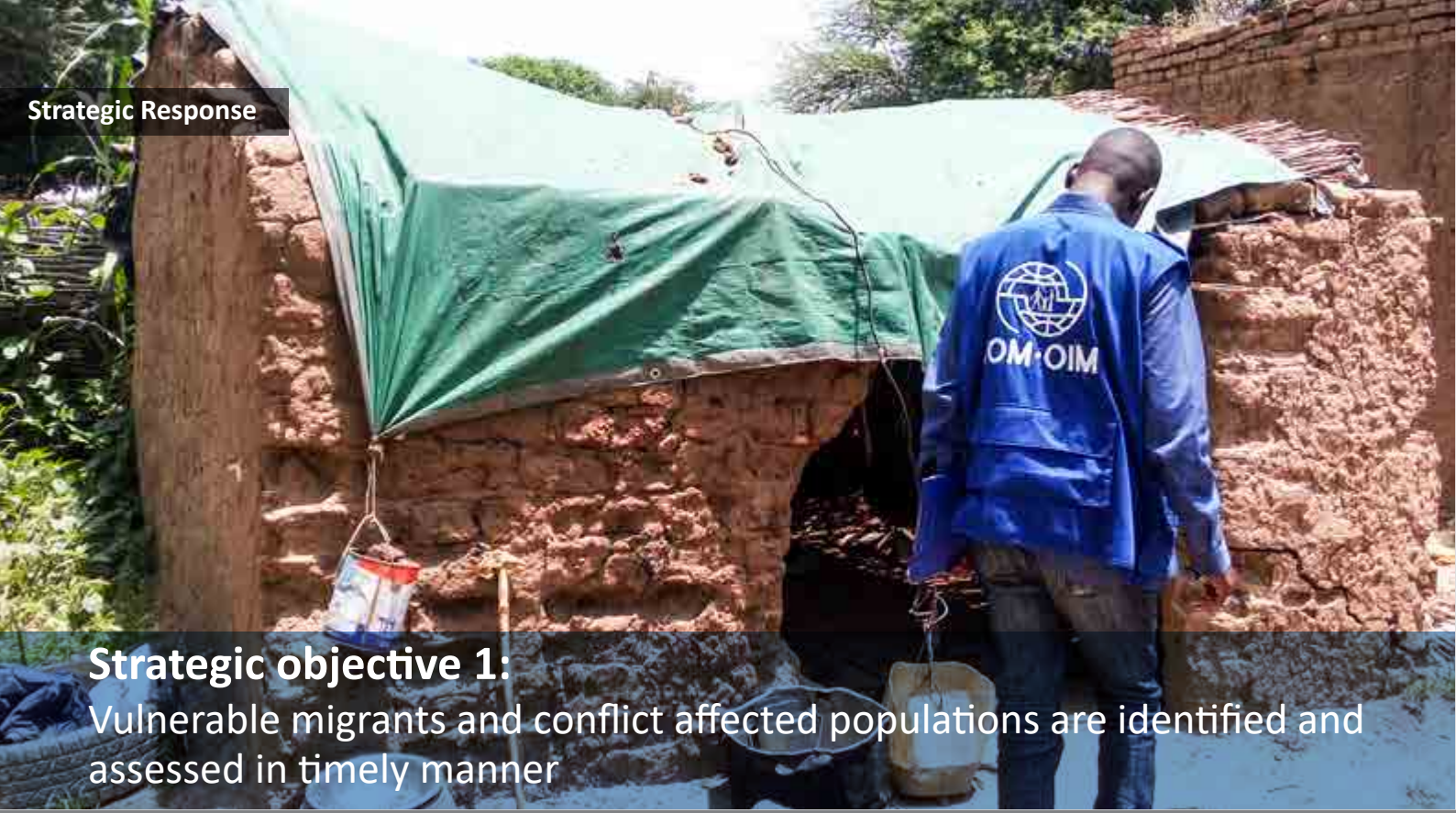
29,400,000 USD

Total of  
Estimated budget:



133,925,000 USD





Strategic objective 1:  
Vulnerable migrants and conflict affected populations are identified and assessed in timely manner

1.1. Identify and assess the needs and patterns of vulnerable migrants and conflict affected populations

Objective



Displacement Tracking Matrix

Target group



IDPs, Returnees, Refugees,  
Migrants

Estimated budget



\$ 6,250,000

MCOF Sector 1

**The Displacement Tracking Matrix (DTM) (MCOF Sector 1):** is an integrated suite of tools used to track and monitor the movement of displaced populations as well as the conditions in which they are living. The monitoring of population displacement flows through DTM is critical in guiding camp management under the responsibility of HAC. HAC currently receives assistance and technical training from IOM for the registration and verification of displaced populations, their origins, and their vulnerabilities, in order to maintain accurate data on the location, level, and types of assistance needed. DTM data supports more than direct emergency response. These results can be applied to develop initiatives for the delivery of durable solutions, reducing dependency on aid. Returnee tracking, and monitoring of functional basic services including water and sanitation services, availability and functionality of schools, assessment of housing conditions, and medical and health services, also informs IDP (re)integration efforts.

**Response 2017/2019:** Given the current situation, IOM will further strengthen its DTM activities throughout 2017/2019 and aims to continue its presence in North Darfur, South Darfur, Central Darfur, West Darfur, East Darfur South Kordofan, and West Kordofan and to cover 750,000 beneficiaries with possibility to further expand if the needs arise. NOTE: This sector is as critical post-crisis to track returns and assess areas of return in order to guide recovery and transition priorities. Eventually, displacement data will also inform the drawdown and closure of camps.

## Pillar I:



## IDPs, returnees, refugees & affected population



48,375,000

(see Annex A), IOM will focus on the following key areas of assistance; **Critical MCOF Sectors** are Camp Coordination and Displacement Tracking, Shelter and Non Food Items, Transport Assistance for Affected Populations, Health Assistance, Psychosocial Support, Disaster Risk Reduction and Resilience Building, Land and Property Support. **Important MCOF Sectors** are Community Stabilization and Transition, Counter Trafficking and Protection of Vulnerable Migrants, Technical Assistance for Humanitarian Border Management, Diaspora and Human Resource Mobilization, Migration Policy and Legislation Support, Humanitarian Communications. Below is an overview of the main areas of interventions based on the MCOF.

## 1.2.Ensure affected populations and communities have access to relevant information

## Objective



# Humanitarian Communication

## Target group



## IDPs and Returnees

Estimated budget



\$ 250,000

**Humanitarian Communication (MCOF Sector 15):** Strengthening assistance by enhancing the accuracy of available information through direct communication with beneficiaries where comprehensive knowledge can be lacking. Direct communication with beneficiaries is integrated in IOM Sudan’s “Communicating with Communities” (CWC) approach. IOM implements a complaints system during DTM exercises, whereby individuals can file a complaint directly with IOM or through their community leaders. IOM processes the complaints and responds with the feedback within a determined time frame. This step is crucial to help beneficiaries understand why the issue has occurred and to address and learn from human and systemic errors for continued improvement. In addition to this, IOM Sudan humanitarian programs employ direct communication with communities before, during and after assistance delivery in order to enable IOM’s beneficiaries to deliver tailored responses to the community. As a result, IOM’s humanitarian assistance is often cross sectoral to ensure wider population catchment while promoting a stable relationship between host communities and IDPs.

**Response 2017/2019:** IOM will maintain the complaints mechanism as part of the DTM and plans to further strengthen communication with communities by incorporating other activities aimed at enhancing communication. This will include quality assurance and improvement mechanisms throughout the whole response.





Strategic objective 2:  
The most vulnerable migrants and conflict affected populations have improved access to emergency assistance and essential services

2.1 Ensure the most vulnerable migration crisis affected populations have direct access to humanitarian assistance

Objective



Emergency shelters and non-food items

Target group



Crisis affected mobile populations and vulnerable host communities

Estimated budget



\$ 5,000,000

MCOF Sector 2

**Emergency shelters and non-food items (MCOF Sector 2):** IOM’s Emergency Shelter (ES)/NFI assistance (MCOF Sector 2) encompasses the provision of essential household items, the provision of locally procured and environmentally friendly improved emergency shelters targeting the most vulnerable IDPs and returnees and vulnerable members of the host community identified through IOM’s DTM and inter-agency assessment missions. Furthermore, assistance is closely coordinated with the ES/NFI sector lead and the GoS through the HAC. Beneficiary selection is accomplished through pre-distribution assessments to establish the most urgent needs of each household; this is followed by the distribution of ES/NFIs utilizing community mobilizers locally recruited in close coordination with community leaders. Post monitoring follows each distribution mission to ensure that beneficiaries have been adequately assisted and serves as a feedback mechanism which has continuously supported IOM’s ES/NFI teams to improve assistance.

**Response 2017/2019:** In Sudan the particular needs of IDPs, who make up the greatest proportion of the most vulnerable mobile population, are the biggest group to be considered for ES/NFI assistance. An influx of Sudanese returning from neighboring countries in crisis coupled with the slowing decrease of IDP camps as a result of reduced humanitarian assistance funding, has placed returnees as the second largest target group in need of assistance. IOM proposes to continue restoring human dignity through the provision of ES and NFI assistance, restore income generation through cash based assistance and training beneficiaries to produce improved ES utilizing local materials and the construction of transitional or semi-permanent shelters targeting 142,750 vulnerable persons.



## Objective



Humanitarian Health Support

## Target group

IDPs, returnees, refugees  
& affected population

## Estimated budget



\$ 6,875,000

**Humanitarian Health Support (MCOF Sector 4):**

Through the Health Resources Availability Mapping System, the World Health Organization (WHO) regularly monitors the presence of health actors in all localities in Darfur, including the State Ministry of Health, UN agencies, other humanitarian actors, and local NGO implementing partners, in order to assess and coordinate emergency health assistance. IOM Sudan's humanitarian health support works with national and local partners and NGOs to provide urgent services, on prevention, and on reducing the health risks due to emergencies. This is achieved through primary health care lifesaving interventions that include treatment of communicable and non-communicable diseases, emergency referrals, maternal and child care, response to public health threats, community mobilization through house to house visits, health education, and awareness raising. To ensure an effective linkage to early recovery, IOM also builds capacity of staff in local facilities to achieve the mentioned objectives through training and provision of up-to-date protocols and critical repairs to health facility infrastructure in order to maintain functionality.

**Response 2017/2019:** Given the massive scale of population displacement within and into Sudan, there is need for particular attention to migrant health care and vulnerabilities. For

2017/2019, IOM plans to assist 125,000 beneficiaries with direct lifesaving health service through the minimum basic health package (MBHP). This consist of free/subsidized medical consultations, maternal and child care services (such as antenatal care, births assisted by skilled attendants, and nutrition and immunization activities) and facilitated referrals. Also as part of the MBHP, there will be health promotion across various topics such as of improvement hygiene practices, importance of immunization and information regarding reproductive health. These interventions will be conducted with active participation from beneficiaries in order to encourage improvement of both personal and community health. There will also be direct responses to public health threats/ outbreaks through activities that educate community members and health workers about prevention and subsequent adequate responses. Further training will be provided to health workers about treatment protocols and disease surveillance, as well as other health topics such as middle upper arm circumference MUAC screening for malnutrition and refresher courses for midwives. Repairs and maintenance conducted, will ensure that water, sanitation and waste disposal facilities as well as adequate infrastructure to provide lifesaving health care is in place.





## Objective



Psychosocial support

## Target group

IDPs, returnees, refugees  
& affected population

## Estimated budget



\$ 625,000

**Psychosocial support (MCOF Sector 5):** The experience of conflict or crisis-based emergency displacement as well as associated vulnerabilities can also cause psychosocial distress. In 2016, 50 health workers and Community Health Workers (CHW) have been trained in providing psychological first aid (PFA). These health workers have provided counselling to affected populations, and have also facilitated community mobilization activities aimed at improving social support (such as house to house health promotion visits, mass campaigns for immunization and screening for malnutrition) reaching estimated 10,000 beneficiaries and mobilizing communities to support each other.

**Response 2017/2019:** There is a critical need for immediate psychosocial support to promote, protect, and support the well-being of crisis-affected populations. Psychosocial support can be integrated into emergency and displacement related assistance through mobile clinic teams. For 2017/2019 IOM is planning to assist 625 health workers through training for psychological first aid who will consequently provide psychosocial support to an estimated 12,500 crisis-affected populations and facilitate activities that promote strength in communities.



## Objective



Water, Sanitation, and Hygiene

## Target group



IDPs, returnees, refugees  
& affected population

## Estimated budget



\$ 25,000,000

**Water, Sanitation, and Hygiene (WASH) (MCOF Sector 1):** IOM in Sudan has strong capabilities and long experience in WASH interventions, with technical experts facilitating assessments and assistance to be quickly and effectively deployed in coordination with government agencies and cluster partners. IOM provides vital life-sustaining assistance for IDPs in Darfur, Kordofan, and Abyei, while building self-sufficiency in water provision in East Sudan and rural areas in the rest of the country.

people. To aid those displaced, returnees, nomads, and host communities, IOM's WASH interventions use multiple strategies to address critical needs, including not only the provision of infrastructure and materials, but also the capacity development of IDPs to manage these resources, combined with educational activities aimed at behavioral changes to support long term outcomes to improve sanitation, health, and hygiene.

**Response 2017/2019:** There is an urgent need for improved access to WASH for conflict and disaster affected





2.2 Improve funding mechanism to address critical life-saving needs

Objective



Rapid Response Fund (RFF)

Target group



I/NGOs

Estimated budget



\$ 2,500,000

MCOF S. 1,2,4 &5

**Rapid Response Fund (RFF) (MCOF Sector 1, 2, 4 &5):** Interventions in critical areas across Sudan. The RRF has been managed by IOM since 2013. In 2016, it funded and managed life-saving health, protection, ES/NFI and WASH assistance to 523,000 beneficiaries. The RRF is a preparedness and pre-positioning funding mechanism that offers short-term, emergency responses in six sectors, namely: (1) Shelter and Settlement; (2) NFI; (3) Humanitarian Coordination and Information Management; (4) WASH; (5) Health; and (6) Protection. Being accessible to national as well as international NGOs, the RRF has the additional benefit of being able to reach remote communities that larger agencies often do not have access to. The additional benefit of direct interventions, which are led by I/NGOs, is that the RRF remains cost-effective and benefits from the first-hand knowledge that I/NGOs have of the communities and areas they work in. This in turn improves the cultural appropriateness of projects, increasing community motivation and engagement. With its flexible and adaptable structure, the RRF allows for rapid changes in project outcomes and activities, to meet sudden changes in the

operating environment. In Sudan, where contexts change very fast, this flexibility has often been exercised, allowing grantees to modify their proposal, always increasing the impact or advantage for the most vulnerable migrant and conflict affected population.

**Response 2017/2019:** The Rapid Response Fund will continue to be one of the first funding mechanisms to reach displaced and affected populations in Sudan with life-saving assistance, working collaboratively with the UN Cluster system to ensure that interventions are well coordinated, targeted and do not duplicate other efforts. In the current environment of decreasing humanitarian funding, the RRF is the only mechanism that can reach the most vulnerable individuals who would otherwise be forsaken.



## 2.3. Improve mechanisms and systems to address country trafficking

### Objective



Counter Trafficking and Protection of vulnerable Migrants

### Target group



GoS counterparts, civil society organizations, vulnerable migrants

### Estimated budget



\$ 1,875,000

### Counter Trafficking and Protection of vulnerable Migrants (MCOF Sector 10):

In an emergency context, migration and displacement further exacerbates vulnerabilities to exploitation, thus requiring efforts in the areas of counter-trafficking and protection of vulnerable migrants. In crisis contexts, where the most immediate humanitarian needs tend to be the major focus, identification of victims of trafficking and other forms of exploitation alone remains a major challenge. Continued efforts are also needed to raise authorities' awareness on the differences between trafficking of persons and smuggling of migrants, and consequently of trafficking as a crime which can also occur within the geographical boundaries of a state.

**Response 2017/2019:** IOM will continue to work with national and civil society counterparts to raise awareness on national and international counter trafficking legislation, to enhance the identification and protection of victims of trafficking and other forms of exploitation, to raise awareness on counter trafficking issues among the national authorities and civil society actors alike, and support the strengthening of the protection mechanisms, especially with respect to the protection of particularly vulnerable groups such as Unaccompanied Migrant Children.





Strategic objective 3:  
Increased self-efficacy and resilience for migration crisis affected population

3.1 Increase equity in access and management of critical resources

Objective



Community infrastructure and development

Target group



IDPs, Returnees, other affected populations including pastoralist and host communities

Estimated budget



\$ 7,250,000

MCOF Sector 7,8

**Community infrastructure and development (MCOF Sector 7 & 8):** An important factor to help communities break the cycle of displacement is increasing access to and shared management of scarce resources. This is true especially in communities where conflict arises from farmer-pastoralist, and migrant-host community competition over resources, including land and property issues. IOM has vast experience on community infrastructure and capacity development to expand accessibility to and local management of basic resources, mainly water and land resources (MCOF 7 and 8). IOM’s ongoing work in increasing and improving access to WASH activities also impacts the improvement of the health and well-being of communities. This outcome, as well as the time and energy gained from more convenient water access points, contributes to improved opportunity for productive activities, community participation, and thus, to more stable and resilient communities.

**Response 2017/2019:** IOM will support the rebuilding of key community based infrastructure that help restore basic services as one approach to strengthening community stability (MCOF Sector 7) and peaceful coexistence between local and returning populations and between host and migrant communities and among rival ethnic groups. IOM will also work with UN partners to deliver peace dividends that accelerate investments in infrastructure and social services, and foster confidence and unity between communities. Establishment and training of water management committees and water user associations is one example of IOM’s efforts to enhance the participatory management of community resources, and to develop local capacity to ensure the maintenance and sustainability of community infrastructure projects.

# Pillar II:

## Early Recovery and Transition



IDPs, returnees, refugees & affected population



56,150,000

The duration and scale of the protracted displacement in Sudan has had economic, political and environmental implications for communities, and has hampered the successful return and reintegration of IDPs. The vulnerabilities associated with forced displacement often intensify with time, requiring recovery and resilience approaches that not only mitigate these vulnerabilities but also address underlying weaknesses and sources of instability in social and economic structures. Contributing factors that limit the prevalence and sustainability of returns include: unresolved land access and ownership issues; damaged or destroyed shelter and basic infrastructure; pressure on and lack of access to basic services; challenges in the re-establishment of livelihoods; and, finally, delayed and underfunded community stabilization and socio-economic development efforts that are needed alongside human-

itarian assistance in order to stimulate recovery and support conditions to end displacement.

Based on existing frameworks, including IOM's Progressive Resolution of Displacement Situations (PRDS) IOM operates under Do No Harm principles, developing programming that consciously avoids or aims to minimize negative impacts, while working to create positive impacts on the conflict dynamics. As indicated in the Sudan MCOF wheel (see Annex A), IOM will focus on the following key areas of assistance; **Critical MCOF Sectors** are Reintegration Assistance, Disaster Risk Reduction and Resilience Building, Land and Property Support, WASH, Community Stabilization and Transition and **Important MCOF Sectors** are Migration Policy and Legislation Support, Humanitarian Communications, Camp Management and Displacement Tracking, Shelter and Non Food Items.

### 3.2 Support social inclusion and community participation

#### Objective



Community participation and resilience building

#### Target group



IDPs, Returnees, other affected populations including pastoralist and host communities

#### Estimated budget



\$ 10,500,000

MCOF Sector 8

**Community participation and resilience building (MCOF Sector 8):** Another factor to strengthening community stability and resilience is to engage in consultation processes with diverse segments of the community, including displaced and hard-to-reach populations such as pastoralists, those with special disabilities, women, and youth. Increased social participation and citizen inputs in turn can create a sense of value and belonging in communities, which increases local investment and empowerment. New networks of individuals or institutions can create opportunity and social safety nets, increasing resilience in a community (MCOF 8). Social inclusion also encourages greater access to and participation in formal and informal interaction from groups that may face particular vulnerabilities or between groups that face cultural and historical differences or other long-time divisions, in order to counter marginalization, reduce tensions, and promote reconciliation.

**Response 2017/2019:** IOM will facilitate opportunities to increase the knowledge and awareness of, access to, and broader participation in local institutions, businesses, community groups, governance processes, or community renewal projects which can improve social and economic development outcomes. Community engagement fosters connections and involvement in public life through skills and capacity building, relationship development, and participation in decision making processes.





### 3.3 Provide livelihood support and community based economic development

#### Objective



Livelihood support

#### Target group



IDPs, Returnees, other affected populations including pastoralist and host communities

#### Estimated budget



\$ 13,500,000

#### Community participation and resilience building (MCOF Sector 6):

IOM contributes to increased self-reliance and coping capacities by protecting, restoring, and creating livelihood opportunities for individuals (MCOF Sector 6). This promotes community based economic development to speed recovery in areas of return and in general in areas of coexistence among migrants and host communities.

MCOF Sector 6

**Response 2017/2019:** Vocational trainings and income-generating activities such as small business development grants are examples of programmatic approaches. These activities, in combination with job creation strategies, will strengthen overall community resilience to external shocks and facilitate successful (re)integration through reduced aid dependence and will widen economic prospects. These activities will also ease the reintegration processes of individuals who have returned through AVRR. Improved productive resources and opportunities will also support foundations for greater social stability. IOM sees this as an essential key area to creating conditions for durable solutions for IDPs and returnees.



## Strategic objective 4:

Community systems are strengthened to enhance social cohesion in migration crisis affected communities

### 4.1 Build the capacity of local leadership and organizations to promote social cohesion and conflict resolution

#### Objective



Community stabilization

#### Target group



IDPs, Returnees, other affected populations including pastoralist and host communities

#### Estimated budget



\$ 6,000,000

**Community stabilization (MCOF Sector 7):** IOM is well experienced in equipping communities with tools to strengthen social cohesion through building community-level capacities and structures to address grievances and promote conflict resolution and reconciliation (MCOF 7). This has been done through reinforcing and strengthening civil society actors through training of local authorities, community leaders, CSO and NGO partners on conflict sensitivity and conflict resolution strategies, as well as developing CSO and NGO partners' technical capacity such as in project management or community awareness. Throughout the process of IOM interventions, CBOs and NGOs have gained practical experience through hands on implementation, building their capacity to remain active in their communities' post programming, and reinforcing local ownership. Investment in building capacity of local organizations has a positive impact on the quality of their interventions as it promote a level of their autonomy to monitor and lead future activities while maintain the necessary coordination with local stakeholders and communities.

**Response 2017/2019:** Grants to local organizations to promote innovative community-based approaches aiming to improve community resilience to conflict, are to be developed and

implemented in collaboration with existing local peace committees. Capacity building to support social cohesion also includes training of both government officials and technicians on: awareness of cross-group and cross-border social, economic and livelihood dynamics; promoting co-existence; and, managing community infrastructure and other productive assets. More broadly, IOM contributes to establish structures and to strengthen capacity needed for community engagement, such as the establishment of community learning centres, recreational facilities and programmes, and farming and small business cooperatives. Capacity building trainings may be directly delivered to communities whose livelihoods depend on farming, livestock, fishing or local artisans to promote bottom-up approaches to community development. To-down capacity building will be achieved by engaging with CSOs, government institutions, or other community associations on outreach strategies in partnership with the private sector; on formal and informal community programmes or campaigns to promote participation; and on how to introduce participatory decision making at the community level. Institutional capacity building may include improvement of physical assets, such as the revitalization of community-owned buildings or school facilities that may be adapted for community use.





## Strategic objective 5:

### Migration crisis affected populations are better equipped to achieve durable solutions

#### 5.1 Provide basic services to ensure successful return, relocation and (re)integration of migration crises affected population

Objective



Durable solutions

Target group



IDPs, returnees, other affected populations including pastoralist and host communities

Estimated budget



\$ 6,000,000

MCOF Sector 6

**Durable solutions (MCOF Sector 6):** Require not only an end to displacement, but also the ability to build an environment where communities are able to withstand future shocks; to have sustained access to essential services and livelihood opportunities; and thus to have the tools available to achieve long term stability, recovery, and reconstruction. The community-level interventions described above such as improvement of community infrastructure and shared resources, the development of productive assets, and increased participation and social stability, all contribute to safe and lasting IDP returns and reintegration, and positive integration into host communities. As with the broader migration context in Sudan where capacity building in migration management happens alongside humanitarian response, IOM’s approach to durable solutions for IDPs and returnees is an integrated process in which immediate and tangible assistance is delivered alongside gradual, long term efforts to transform community, social, and economic dynamics.

**Response 2017/2019:** IOM will continue to work to strengthen capacities of communities to support sustainable re-integration for IDPs, returnees, refugees, migrants and other affected populations by providing better access to natural resources and basic services, strengthening the security situation and promoting employment and livelihood opportunities. IOM addresses important emergency community issues while creating the possibility of a long-lasting sustainable environment. IOM will monitor the process of local re-integration and its long-term impact on communities. This will be achieved through strengthening community conversations and dialogue with local organizations and government authorities to assure sufficient support is given to achieve goals.



## Objective



Physical and mental health services

## Target group



IDPs, returnees, other affected populations including pastoralist and host communities

## Estimated budget



\$ 1,500,000

**Physical and mental health services (MCOF Sector 4 & 5):** also facilitate post-crisis community resilience and recovery. Post-crisis assistance should continue to include referral services for migrant and other affected population and the integration of migrant health perspectives into regular border management and migration policies.

**Response 2017/2019:** IOM Sudan plans activities that will include needs assessments to determine the capacity of health services and facilities near border posts, training for immigration officers at border posts on first aid and basic health screening methods, as well as, how to respond to public health threats using established SOPs. This will all contribute to the establishment of functioning health screening check points in order to minimize cross border transmissions of infectious diseases. In addition, health related activities (such as components of the MBHP and awareness campaigns) will also be planned to improve the overall health and wellbeing of community members near key border points and in areas of increased movement of vulnerable populations such as of IDPs, returnees, refugees.





## 5.2. Create awareness among key stakeholders on land affairs and conflicts within host and origin community

### Objective



Land and property

### Target group



local authorities, communities, IDP, returnees, and other affected populations

### Estimated budget



\$ 3,000,000

**Addressing issues of land and property (MCOF Sector 9):** will be crucial to community stability and development. Host communities and displaced population alike face insecurity regarding their land assets and uncertainty about land and property rights. In Sudan, where property and land have traditionally been governed by community elders, new land laws have denied rights to land that were not previously formally allocated and registered. Normally, the initiatives undertaken by humanitarian and development actors are focused on addressing land issues as a consequence of a conflict, putting the operational emphasis on restitution actions. As an instrument of community stabilization and social cohesion, however, addressing land and property as factors in the origin of conflict is a new challenge that requires an innovative strategic approach in line with stabilization and development.

**Response 2017/2019:** IOM seeks to address these land and property issues to mitigate some of the root causes of inter-tribal conflicts and new sources of conflict or tensions between local and migrating communities through a range of initiatives including: technical capacity building of national and local authorities and communities on land registration and land dispute resolution; capacity building of communities and community actors in conflict mediation and joint resource management; regional and community-based approaches to manage environmental degradation; development of practical solutions for rural land use, including the demarcation of pastoralist corridors and rights of use for passage, water, or pastures; the settlement of long term displaced people with attention to land and property; and, the direct implementation of pilot programs.



### 5.3. Promote diaspora engagement and human resource mobilization to support post-crisis reconstruction and development

#### Objective



Resource mobilization

#### Target group



Government institutions, migrants, diaspora, and CBOs

#### Estimated budget



\$ 8,400,000

**Resource mobilization (MCOF Sector 13):** Migration management should also contribute to the development of regulating labour migration, fostering migrant entrepreneurship, facilitating remittances, improving the labour market, and promoting human resource development via the Sudanese diaspora. Sudan has untapped potential in diaspora and human resource mobilization (MCOF Sector 13) to support post-crisis reconstruction and development. Remittances should also be explored as another channel by which to increase resources and opportunities in Sudan, and requires further study to understand the scale and mechanisms of the phenomena.

**Response 2017/2019:** IOM Sudan will focus on mainstreaming migration into the national development plan of the country to highlight the importance of prioritizing improvements in this domain to the benefit of migrants, citizens and the country in general. Contributions to the development of national institutions will be made through the return of qualified nationals to provide capacity building to national institutions through the transfer of knowledge focusing on the major sectors: health, education, and water and diaspora's investments in national projects. Supporting the government to manage labour migration will be another area of focus for IOM Sudan. This will be done through the promotion of policies to protect the rights of migrants in and out of the country and to support the development of countries of destination and countries of origin. Support for the reintegration of Sudanese returnees and their communities is central to create means to sustain their lives and of their families.





**Strategic objective 6:**  
National humanitarian institutions are better equipped with knowledge, skills and capacity to effectively respond to the migration crisis

6.1 Support the National Humanitarian Aid Commission (HAC) to effectively respond to the migration crisis

Objective



National Institutions  
Partnership

Target group



Affected population

Estimated budget



\$ 7,500,000

MCOF Sector 1

**National institutions capacity building in displacement tracking (MCOF Sector 1):** IOM Sudan has been supporting HAC at the federal and state level to enhance its capabilities to effectively respond to the migration dimension of crisis. It intends to continue to assist the GoS in improving emergency preparedness and response through enhanced CCCM, as well as strengthened displacement tracking registration and verification capabilities HBM . IOM continues providing HAC and partners with camp profiles and village assessments, as well as conducting DTM activities with IOM-HAC teams in South Kordofan and East Darfur states.

**Response 2017/2019:** IOM Sudan plans to conduct assessments in 6 camps and 400 IDP/Returnee sites that examine camp status/preparedness to cope with IDP influxes, emergency needs, critical gaps in basic services and community based disaster risk reduction strategies to reduce protracted displacement. Activities will include assessments and initiatives to strengthen coordination of humanitarian actors in these areas. Profiles and intention surveys will provide current data on feasibility of urbanization/local integration of camps.

# Pillar III:



IDPs, returnees, refugees & affected population

## Promoting National Ownership, Preparedness and Resilience



29,400,000

Focus area three aims to reduce vulnerabilities and increase beneficiary ownership of services, aiming for self-sufficiency. To better support development through the transitional period, Pillar III promotes and supports national ownership of systems, process and response mechanisms, and supports the resilience initiatives of communities and individuals. Activities are in line with IOM's commitment to conduct preventive and solution-oriented activities in conjunction with crisis response. Resilience activities will be identified by the degree to which a community has the necessary resources

and capacities to organize itself both prior to and during times of need.

As indicated in the Sudan MCOF wheel (see Annex A), IOM will focus on the following key areas of assistance; **Critical MCOF Sectors** under this pillar are Reintegration Assistance, Disaster Risk Reduction and Resilience Building, Land and Property Support, WASH and **Important MCOF Sectors** are Community Stabilization and Transition, Migration Policy and Legislation Support, Humanitarian Communications, Camp Management and Displacement Tracking, Shelter and Non Food Items.

### 6.2. Provide transport services for the most vulnerable migrants in coordination with governments of affected nationals

#### Objective



Transport assistance

#### Target group



Sudanese migrants or third country nationals returning/caught in emergencies abroad

#### Estimated budget



\$ 9,900,000

#### Transport assistance for affected populations: (MCOF Sector 3):

Mobility scenarios in Sudan include the potential for ongoing large-scale internal displacement, trans-border migration flows and all categories of returning migrants, including stranded migrants. Transport assistance supports resettlement and voluntary returns. IOM is supporting the evacuation and assistance of Sudanese affected by crises and instability abroad in coordination with the GoS. This includes transportation and medical assistance to Sudanese returning from the Central African Republic, Libya, South Sudan, Chad, Syria, Yemen, and other countries including Europe and Asia. Emergency consular services (MCOF Sector 12), accommodation, and onward travel are also coordinated as needed for third country nationals in need of humanitarian assistance.

**Response 2017/2019:** There are currently no large-scale demands for emergency transport assistance; however, given the unrest in the region, the protracted displacement situation in Sudan and the fact that Sudan is a main migration route to Europe, IOM is planning to ensure its assistance in this sector. In particular, IOM is prepared to assist in cases where Sudanese migrants or third country nationals are caught in emergencies abroad or where irregular migrants are expelled in significant numbers, and is ready to mobilize regional and global resources to deploy rapid assistance coordinated with the governments of affected nationals.





6.3. Build the capacity of the national immigration department on Humanitarian Border Management

Objective



Technical Assistance

Target group



Line Ministries and National central and local authorities in the field of Migration and Border Management, Migrants

Estimated budget



\$ 9,000,000

MCOF Sector 11

**Technical assistance to humanitarian border management (MCOF Sector 11):** As a dimension of migration management capacity building, IOM is working with relevant agencies and departments of the GoS to sensitize officials, introduce the concept of Humanitarian Border Management (MCOF Sector 11) and to provide assistance for the development of better capacities to rapidly and effectively respond to migration crises. HBM implies the added crisis dimension and potential massive cross border movements. Even in cases in which movements are not large scale, there is a heightened need for a protection-sensitive approach and the practical need for documentation, identification of vulnerabilities, and referrals for health and psychosocial services.

**Response 2017/2019:** There is a need to assess the preparedness and capacity to respond to migration crises in Sudan. IOM Sudan will conduct assessments by examining the regulatory, administrative, information management and operational aspects of migration crisis management for Sudanese border/migration management agencies and other relevant authorities. IOM Sudan will map and analyze existing relevant national legal framework (including emergency acts, immigration laws, standard operational procedures (SOPs), regulations, MOUs, code of conduct and working agreements), guiding the preparedness for and response to humanitarian situations. IOM Sudan will examine current crisis-response human resources, including existence of specialized units and their training, provisions for emergency deployment and temporary recruitment.





## 6.4 Strengthening the capacity of local stakeholders to increase their capacity to effectively deliver urgent assistance and protection services to vulnerable migrants

### Objective



Capacity Building

### Target group



Line Ministries and National central and local authorities in the field of Migration and Border Management, Migrants

### Estimated budget



\$ 2,250,000

### MCOF Sector 10

**Local stakeholders' capacity building in migrant protection (MCOF Sector 10):** IOM partners with and conducts training and awareness raising to national NGOs, CBOs, and other migration related actors in order to increase local technical capacity and advocacy for urgent migrant assistance and protection of vulnerable groups. Depending on the availability of resources, this will also include targeted support to enable stakeholders to better address the protection gaps for vulnerable migrants, including VoTs, smuggled migrants and migrants at risk (MCOF Sector 10).

**Response 2017/2019:** There IOM will continue to provide trainings to NGOs on subject areas relevant to migrant protection, and to provide services to vulnerable migrants, both directly and by referral mechanisms, through Migrant Resource and Response Centres (MRRCs). IOM has piloted the MRRC concept in Khartoum and will expand its MRRC network to other states.





## Objective



Policy &amp; Legislation

## Target group

Relevant GoS Line Ministries,  
Migrants

## Estimated budget



\$ 750,000

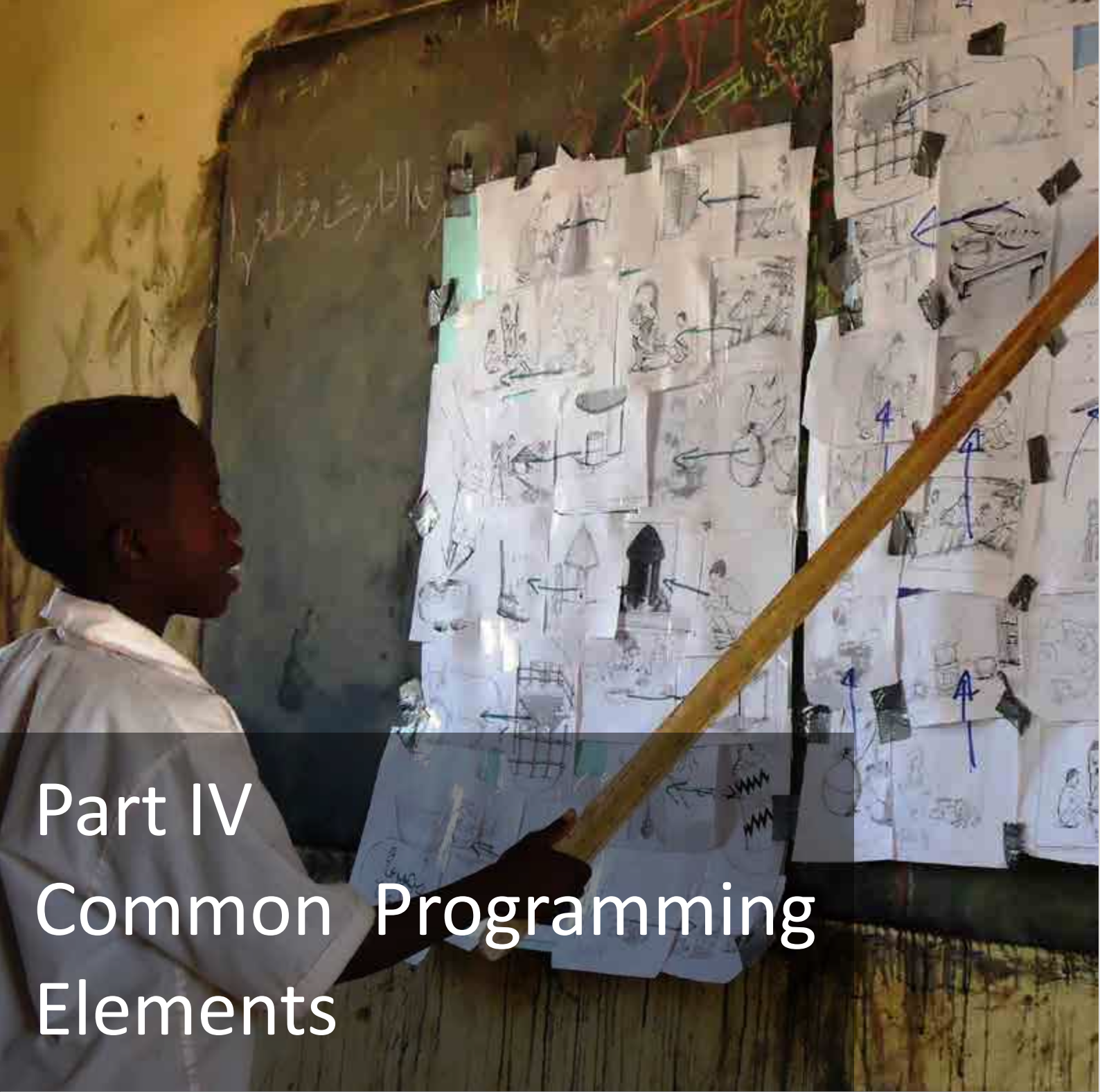
**Migration Policy and Legislation Support (MCOF Sector 14):** There is a clear need for Sudan to develop a coherent and effective legislation and policy framework for migration. Mobility will remain an important aspect of Sudan's economy and society and this necessitate long term efforts especially in the area of labour migration and urban migration. As an origin, transit, and destination country, Sudan has diverse needs for greater migration policy and legislation support, including but not limited to the areas of labour migration laws, border management policies, IDP policy, emergency preparation planning, regional cooperation agreements, and a humanitarian legal frameworks.

**Response 2017/2019:** IOM Sudan will continue to liaise with GoS counterparts to build their capacity in all above mentioned areas.









# Part IV Common Programming Elements

## **Accountability to Affected Populations (AAP) and Communicating with Communities (CwC):**

In Sudan, IOM Humanitarian programs embrace AAP principles in all stages of project design and implementation. In particular, from the inception of the identification of caseloads to assessments of needs of affected populations, with special regard to the most vulnerable new IDPs and protracted households hosting Persons with Special Needs (PWSN). Prior to disbursement of assistance, communities are fully informed about the type of assistance, the time and place of delivery through IOM's extensive network of key informants in the field. This method of informing affected communities and those in protracted IDP situations has continued to enable IOM's beneficiaries to have autonomy to share concerns with IOM teams as well as providing a say in the manner in which they receive assistance. This ensures that beneficiaries will receive assistance on a needs based level,

tailored to each household, increasing community engagement and ownership, mitigating tensions with the host-communities.. For example, the improved emergency shelters will be distributed, where necessary alongside NFI, food assistance and provision of WASH services benefiting a wider catchment population and promoting stable relationships between host communities and IDPs.

**Advocacy and outreach on migrant rights:** IOM programmes aim to promote, protection and human rights of migrants. IOM will ensure a strong focus on advocacy and outreach on migrant rights to support the Government of Sudan in meeting its national and international legal obligations on the rights of migrants, and to increase the awareness of migrants and civil society actors on migrant rights.

**Cash Based Programming (CBP):** CBP provides affected people the with flexibility to choose how to meet their own needs. Furthermore, cash based initiatives in emergencies provide an effective link with early recovery by helping affected populations to invest in livelihoods promotion; support the local markets; and creating assets that may be useful in the longer term. Therefore, where conditions are favorable through the existence of functional markets, stakeholder preference, security and presence of service providers and transfer mechanisms and capacity of implementing partners, IOM will promote CBP as the most efficient form of assistance.

**Conflict Sensitivity:** IOM has extensive experience in implementing flexible programming, and adapting existing programming, that provides solutions for sustaining assistance to populations affected by changing conditions such as displacement and the breakdown of civil and community frameworks. IOM operates under Do No Harm principles, developing programming that consciously avoids or aims to minimize negative impacts, while working to create positive impacts on conflict dynamics. Actions cannot move forward without solid analysis of the context of conflict and the impact IOM programs will have on this context.

**Community and Civil Society Engagement:** One of the key objectives of IOM globally is to successfully contribute to sustainable development and poverty reduction in post-conflict settings. Consequently, sustainability of community investments is central to the implementation approach. Projects prioritize community engagement and civil society level support. Consultation with communities to identify needs while coordinating with traditional leadership structures, local authorities, religious and business leaders, and women and youth groups are vital to achieving programming objectives. Interventions follow a process that stresses community ownership, active involvement and management of project inputs. IOM will continue training, working through and bolstering local committees including peace committees, women and youth groups, trade unions and local cooperatives to assure structures are in place to maintain accountability to communities. This approach will empower community participation, particularly supporting youth and women participation as civic leaders and taking stronger roles in improving their communities and promoting peace.

**Environment:** In the context of heightened vulnerability to natural disasters and environmental degradation, sustainable development is a key objective that can be achieved through supporting communities to reduce risk and exposure to hazards. Climate change and environmental security, and sustainable development practices all impact mobility and migration. Limited rural livelihoods, poor urban and local governance, ecosystem decline, gender inequality and limited access to education, credit and financial systems are among the major structural factors contributing to vulnerability. IOM is well placed to implement DRR activities through broad presence on the ground in the immediate aftermath of an emergency – and often before the emergency occurs – and its initial engagement in the emergency phase. The pre-crisis phase represents the main window of opportunity to invest in risk reduction, as the communities and the authorities are in the right mindset for investing in tools to reduce risks – ranging from early warning early action to essential structural reforms.

**Evidence Based Approaches:** IOM is committed to evidence and results-based programming. IOM uses an adaptive lens in regards to humanitarian and development approaches to incorporate the results of DTM and continuous project monitoring. This particularly involves innovative conceptualizing of different approaches to humanitarian and development programming. The Principles of Humanitarian Action instill in IOM a focus on strategic cooperation and involvement of academia and think tanks in program design and evaluation, and in standard-setting. Research in the form of market assessments, land profiles, studies on processes and impacts, technical and operational reports will continue to inform and build programs.

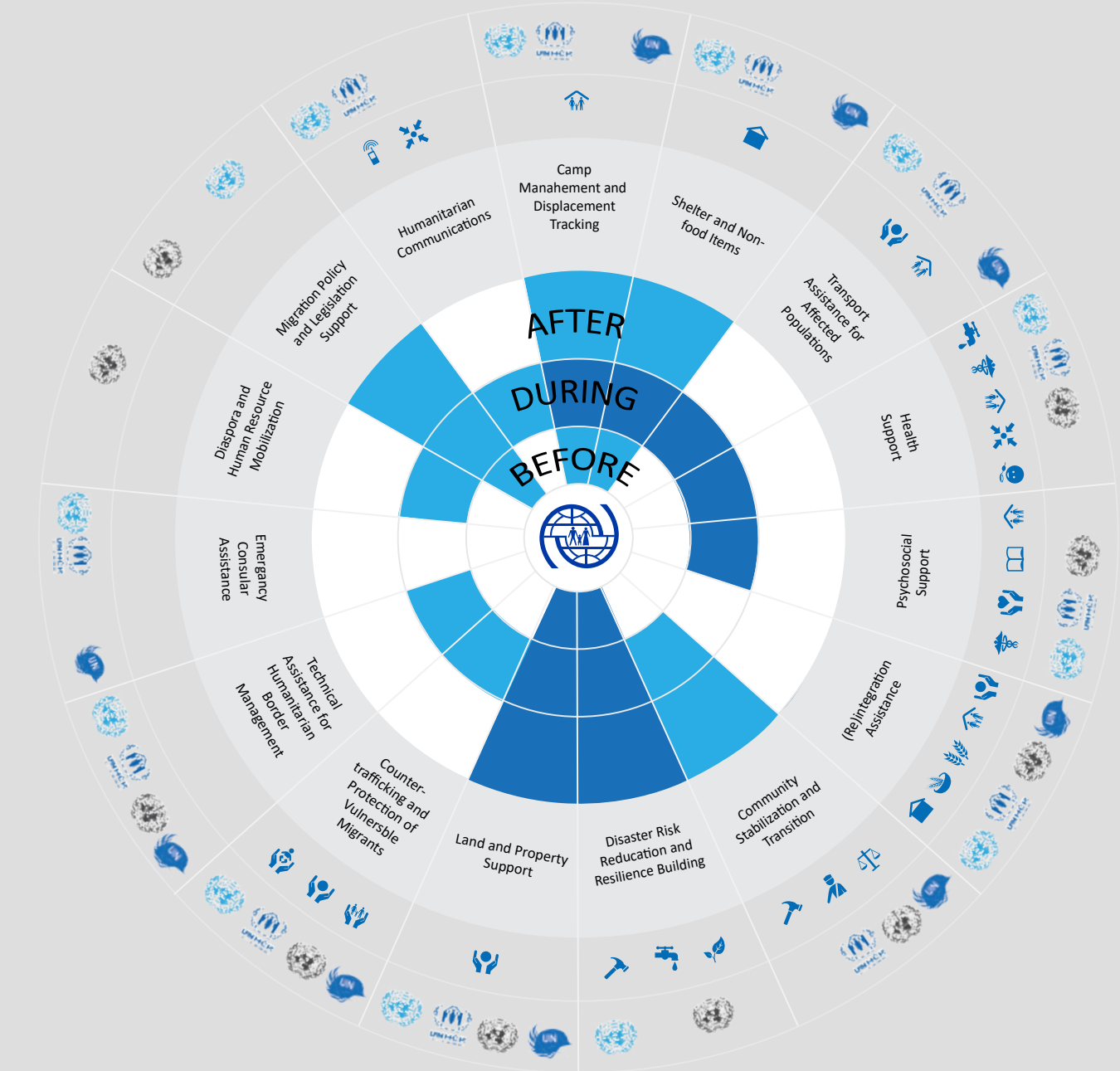
**Gender-sensitive approach:** IOM places specific emphasis on gender sensitive design and implementation of its projects with attention to the different roles and needs of men, women, boys and girls. At the same time, IOM will work to ensure that tailored, direct assistance is as readily available for exploited, abused, and trafficked men, women, boys and girls, taking into account their specific needs. IOM includes a mapping of gender mainstreaming across IOM Sudan interventions to determine areas of improvement and lesson learned IOM South Sudan's programs are led by the IOM Gender Mainstreaming Policy adopted in 1995. Globally, IOM is committed to ensuring that the particular needs of all migrant women are identified, taken into consideration and addressed.

**Monitoring and Evaluation and Knowledge Management:** IOM Sudan continues to strengthen its monitoring and evaluation (M&E) system in order to support mission and partner learning and decision-making and to produce evidence of results. Systematic and reflective use of feedback from M&E is an important knowledge sharing and learning tool, and will enable IOM to take a more analytic and adaptive approach to planning programs, shaping development of new proposals, keeping interventions relevant and optimizing delivery through mid-course review and adjustments. IOM Sudan will prioritize the integration of M&E plans and the development of a results-based framework and indicators into project development.

**Vulnerable and Mobile Groups with Special Needs:** IOM will continue to ensure that its projects target the most vulnerable populations in Sudan, which includes female-headed households and children in IDP camps, mobile populations, as well as unaccompanied minors and victims of human trafficking.



# Annex A MCOF SUDAN 2017/2019














- Critical
- Important
- Recommended










## Systems

-  Cluster system(OCHA)
-  Refugee Regime(UNHCR)
-  Development Actors (UNDP)
-  Security and peacebuilding Actors

## Clusters

-  Camp Coordination and Camp Management (CCCM)
-  Water, Sanitation and Hygiene
-  Early Recovery
-  Education
-  Protection
-  Logistics
-  Emergency Telecommunications
-  Health
-  Food Security
-  Shelter
-  Nutrition

## Others Clusters / Sectors / Groups

-  Housing, Land and Property Rights
-  Gender-based Violence
-  Coordination
-  Rule of law and justice
-  Mental Health & Psychosocial Support
-  Safety and security
-  Environment
-  Child Protection
-  Agriculture

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2012a	IOM Migration Crisis Operational Framework: MC/2355. IOM, Geneva
2012b	IOM Migration Crisis Operational Framework: Resolution No. 1243. IOM, Geneva.
2012c	IOM Migration Crisis Operational Framework: Sectors of Assistance. IOM, Geneva.
2013a	MCOF Info sheet. IOM, Geneva.
2013b	Joint UNHCR - IOM Strategy to Address Human Trafficking, Kidnappings and Smuggling of Persons in Sudan 2013-2014
2015a	IOM's Humanitarian Policy – Principles for Humanitarian Action. IOM, Geneva.
2015b	Migration Governance Framework. Standing Committee on Programmes and Finance. IOM, Geneva.
2015c	IOM Gender Equality Policy 2015-2019, IOM, Geneva
2015e	IOM Cash-Based Transfer Update and Case Studies, November 2015
2016a	Guidance Note on how to mainstream protection across IOM crisis response IOM, Geneva.
2016b	IOM Framework: Progressive Resolution of Displacement Situations. IOM, Geneva.
2016c	IOM Displacement Tracking Matrix Sudan
2016d	Protection Mainstreaming in IOM's Response to Migration Crises. IOM, Geneva.
2016f	IOM Sudan Country Website
2016g	IOM Sudan Mid-Year Humanitarian Summary 2016 IOM, Khartoum

## United Nations

2015	Human Development Report 2015, United Nations Development Programme (UNDP)
2016a	Sudan 2016 Humanitarian Response Plan , United Nations Office for Coordination of Humanitarian Affairs (OCHA)
2016b	Sudan 2016 Humanitarian Needs Overview, OCHA
2016c	FAO Emergencies Country Page Sudan, Food and Agricultural Organization of the United Nations (FAO)
	2013-2019 Developing Darfur: A Recovery & Reconstruction Strategy, Pursuant to Article 31 of the Doha Document for Peace in Darfur Darfur Joint Assessment Mission (DJAM), Prepared on behalf of the Darfur Regional Authority

## Other

2008	5th Sudan Population and Housing Census, Sudan Central Bureau of Statistics and Southern Sudan Center for Census, Statistics and Evaluation,
2014a	Eastern Sudan Peace Agreement
2014b	Sudan Multiple Indicator Cluster Survey (MICS) 2014, Ministry of Cabinet, Central Bureau of Statistics
2015a	World Bank- Sudan Country Site
2015b	5th IGAD Regional Consultative Process on Labour Migration in 2015 Government of Sudan, Kampala, Uganda (2015, May)
2016a	Integrated Food Security Phase Classification (IPC) Sudan December 2016
2016b	The Economist, Intelligence Unit, Sudan Country Site
2017	The Sphere Project



# Footnotes

1- [http://reliefweb.int/sites/reliefweb.int/files/resources/Sudan\\_2016\\_Humanitarian\\_Response\\_Plan.pdf](http://reliefweb.int/sites/reliefweb.int/files/resources/Sudan_2016_Humanitarian_Response_Plan.pdf)

2- <http://www.iom.int/progressive-resolution-displacement-situations> and <https://emergencymanual.iom.int/entry/35745/ioms-humanitarian-policy-principles-for-humanitarian-action-pha>

3-RRR- Recovery, Return and Reintegration Sector, IMWG - Information Management Working Group, CCSS - Coordination and Common Services Sector

4-For a complete overview please see IOM Sudan Mid-Year Humanitarian Summary 2016, please refer to IOMs Sudan Mid Term Review 2016 (January – June 2016) <https://sudan.iom.int/sites/default/files/docs/2016%20factsheets/IOM%20Sudan%20Mid-Year%20Humanitarian%20Summary%202016.pdf>

5-While women in Sudan are economically active and while gender attitudes are changing, significant variations exist across states and between rural and urban environments, and categories of vulnerability and noticeable gender inequalities continue to persist in the society, as reflected in the rankings (167th) that Sudan receives on both the Gender-related Development Index (GDI, 0.830) and the Gender Empowerment Measure (GEM, 0.428). UNDP, Human Development Report 2015.

6-Sudan Central Bureau of Statistics, 2008 Census. Census results also indicate that approximately 9 per cent of the population is nomadic.

7-Sudan Central Bureau of Statistics and Southern Sudan Center for Census, Statistics and Evaluation, 2008, 5th Sudan Population and Housing Census. Accurate and up to date data on this topic are scarce in Sudan.

8-<http://data.worldbank.org/indicator/SP.URB.TOTL.IN.ZS?locations=SD>

9-According to the Multiple Indicator Cluster Survey (MICS) 2014 results, a total of 5.3 per cent of children aged between 0 and 17 years, approximately 2 million children, are single or double orphans.

10-Sudan's rainy season lasts for about three months (July to September) in the North and up to six months (June to November) in the South.

11-<http://www.fao.org/emergencies/countries/detail/en/c/148725/>

12-Eastern Sudan Peace Agreement: [http://peacemaker.un.org/sites/peacemaker.un.org/files/SD\\_061014\\_Eastern%20Sudan%20Peace%20Agreement.pdf](http://peacemaker.un.org/sites/peacemaker.un.org/files/SD_061014_Eastern%20Sudan%20Peace%20Agreement.pdf)

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15-<https://sudan.iom.int/sites/default/files/docs/2016%20factsheets/PRU/IOM-Sudan-Displacement-Tracking-Matrix-2016.pdf>

16-Seasonal movements are defined as temporary returns in that IDPs return to their Place of Origin only until their seasonal activities are completed.

17- <https://sudan.iom.int/sites/default/files/docs/2016%20factsheets/PRU/IOM-Sudan-Displacement-Tracking-Matrix-2016.pdf>

18-Report from 5th IGAD Regional Consultative Process on Labour Migration in 2015 Government of Sudan

19- [https://sudan.iom.int/sites/default/files/docs/FINAL%20Joint%20Anti-trafficking%20smuggling%20strategy%20UNHCR\\_IOM.pdf](https://sudan.iom.int/sites/default/files/docs/FINAL%20Joint%20Anti-trafficking%20smuggling%20strategy%20UNHCR_IOM.pdf)

20-This situation analysis has been written in accordance with the Humanitarian Country Team (HCT), 2016 Sudan Humanitarian Needs Overview (December 2015).

21-<http://www.sphereproject.org/>

22- <http://mics.unicef.org/files?job=W1siZiIsIjIwMTYvMDUvMTgvMjEvNTkvNTEvODg3L1N1ZGFuXzIwM-TRftUIDU19FbmdsaXNoLnBkZiJdXQ&sha=32907fc39e6e2e6e>

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24-<http://country.eiu.com/sudan>

25-<http://www.sd.undp.org/content/dam/sudan/docs/DDS%20English.pdf>

26- The core principles of IOMs PHA are humanity, impartiality, neutrality and independence in the delivery of its humanitarian response, and the need for all those engaged in humanitarian action to promote and fully respect these principles. <https://emergencymanual.iom.int/entry/35745/ioms-humanitarian-policy-principles-for-humanitarian-action-pha>



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