

Annex 6: Results of mini-workshops carried out at sub-office and FO levels

Summary analysis

Learning-oriented mini-workshops were held in-person with UNHCR staff at sub-office and FO levels in five locations across Sudan: Kosti in White Nile State, El Fasher in North Darfur, El Geneina in West Darfur, Gedaref in Gedaref state, and in the Khartoum FO. A mini-workshop was carried out remotely with UNHCR staff in Damazine, Blue Nile state.¹ This annex summarises the results, according to the 'spheres of influence' described in Figure 9 in section 5.5 in the main report. It is worth noting that all except one (the Khartoum FO) of these mini-workshops were carried out before the military coup on 25th October, and therefore refer primarily to the transitional period before the coup.

At **individual level**, the positive attitude of POCs to participate in assessments and implementation, as well as the positive attitude of youth is an enabling factor for UNHCR's data collection and management ambitions. Staff have also flagged a desire to improve skillsets, so they are better tailored to the needs of the organization as it adapts and strategically reorients, the willingness to do so being an enabling factor.

At **organizational level**, enabling factors included a desire for consistency of UNHCR leadership and clear prioritisation. Effective senior leadership at sub-office level (e.g. D1 in Darfur, and newly arrived in the east) was appreciated. Some staff were motivated and happy in their teams particularly when they shared a sense of purpose. Good relationships at the senior leadership level were appreciated, of note being strong relationships between representatives of UNHCR & other UN agencies. UNHCR has considerable capacity already: the size of its budget and number of staff, as well as experience in running effective coordination mechanisms and in mobilizing parts of the sector. The agency has been able to bring in experienced emergency staff in the east (albeit late) and could do well to lever its comparative advantage in shelter and NFIs based on its long experience in the sector.

Still at **organizational level**, many noted human-resource related concerns as being demotivating and thus a barrier to achievement. These included delay in promoting national staff; lack of career pathways; lack of ways to use national expertise; low technical capacity; lack of skillsets to support the shift to development and peacebuilding; skillsets of staff not suited to changes in strategic direction; high turnover of international staff which limits contextual understanding and ownership of tasks and has made it difficult to build and maintain relationships with other actors.²

Some UNHCR systems were highlighted for being slow and cumbersome such as HR, procurement and MEL. The cultural legacy of siloed thinking in terms of POCs is still engrained, and the disconnect between offices in the capital, sub-office and field office level hampers smooth coordination and decision making. There was frustration at sub-office level that decentralization has not been implemented, recognizing that decentralisation can work with the right skills and support in place, and appropriate decision-making authority granted to the sub-office.

MEL was highlighted as a significant gap, with inadequate lesson learning or sharing of good practice between operations and sub-offices. The lack of MEL staff capacity at sub-office level was raised as a barrier as well as a lack of learning culture and the need to learn from one-off or good practice examples, as well as from what has not worked.

Strategy and operationalization were perceived by some as overly ambitious, and senior management in Khartoum not adequately supportive or engaging with the strategic shift to support IDPs, exacerbated

¹ Although a mini-workshop was proposed to the sub-office in Kadugli, for the Kordofans, this was not taken up by the UNHCR team there

² This was particularly an issue in the emergency response

by the focus on the east. There is an absence of good scenario planning, analysis and data for contingency planning to underpin strategy and a lack of ways to make use of national expertise (both in-house and contracted). A further barrier to strategy is poor contextual analysis and the lack of analysis of recurring communal violence.

At **sectoral level**, limited engagement with specialized NGOs eg on youth, or women was noted as a limiting factor

At **political (government and policy environment) level**, the relationship between GOS and UNHCR was generally assessed to be good, especially at national level but also at state level. UNHCR grasped the opportunity presented by the transitional period and there appears to be mutual respect. Another enabling factor has been the opening political space in the transition period, along with political will within national government, new people in ministries, civil society reform, the Juba Peace Agreement and government policies that encourage NGO work in Sudan. On the flip side, barriers include challenges with COR – related to the former regime; the political will and ulterior motives of some government counterparts. Despite overall improvements in COR as an institution there are still allegations of corruption within COR related to facilitating movements of returnees and SGBV cases. Government bureaucracy can be a barrier to rapid response, as in the east to get goods cleared at ports, for example.

At the **environmental level**, there has been an improved operating environment as security and access improved, but not in all places. Access in Darfur diminished since the withdrawal of UNAMID. Contextual factors like climate change, e.g., flooding, rainfall and COVID (where staff can get stuck or access to POCs is affected), impacts results. Limited funding to implement programmes and meet POC needs, as well as underspending on existing grants and thus losing credibility with donors is seen to impact reputation. This, in turn, is related to short-term annual PPAs and the short-term nature of funding which increases the complexity of administration. Funding shifting according to donor priorities and interest rather than in response to need also impacts results for POCs.³

Mini-workshop, UNHCR staff, White Nile State

4-10-21

WHAT UNHCR IS DOING WELL	
Theme	Points made
Coordination	<ul style="list-style-type: none"> Between partners to coordinate response. <ul style="list-style-type: none"> Because UNHCR is the lead in the state for coordination based on its mandate; existing structure of coordination is good challenging operational context, (various types of POC, limited no. of humanitarian actors in the state, limited resources). In spite of COVID-19 we managed to maintain coordination (we used remote communication, reduce no. of participants in coordination meetings, one theme per meeting).
Protection	<ul style="list-style-type: none"> Reached more than targeted no. of POC, the NFI package we used is based in POC needs (cooking pots from steel to Aluminium pots), we changed the material used for shelter from tents to use of local material based on POC preference, managed to influence policies of other partners to consider our NFI package to unify services. Free learning platform (Learn and Connect website)

³ Eg funding diverted from White Nile to the east

CHALLENGES	
Theme	Point
Access & security	<ul style="list-style-type: none"> • Environmental: no access to 7 camps which is an annual problem from July to October (4 months). • Land in the state is privately owned (communal land). • Due to historical issues between SSR and northern Sudanese, communities refuse to accommodate SSR (alcohol- religion and culture differences). • Operations are centralized in Kosti office although most of our operations are in Elsalam and Eljabalin Localities; we need to open field offices in these localities to reduce cost and time.
Resource constraints	<ul style="list-style-type: none"> • Limited funds: 25-30% of refugees at White Nile State but financial resources are v. limited compared to other areas. • Challenges with land ownership. Cases where we have an agreement with tribal leaders and start to construct the camp, after which other leaders appear and claim land ownership of land and demand them to leave. UNHCR loses a lot of money in such cases. • Refugee numbers are greater than host community resulting in refugee negative impact to environment -cutting of woods and trees for firewood.
Staff constraints	<ul style="list-style-type: none"> • No. of staff and vehicles does not match no. of camps (10). • Limited variety of staff (few specializations), high staff turnover. Ability to deliver depends on quality and appropriate staff. • Staff motivation; Kosti is a sub-office, but they treat us as field office. We have staff at a lower level, and we want them to act at a higher-level: staff frustration and resistance.
GOS & partners' capacity	<ul style="list-style-type: none"> • Delayed response • Decision making hierarchy which is centralized, inability to solve land issues • Government is unable to solve land issues • High turnover of government staff, means training investments lost.
Complaints and feedback	<ul style="list-style-type: none"> • Need to diversify mechanisms and scale-up. Have complain box and suggestion box (but 70% refugees illiterate), location of complaint box (what if someone sees me !!!), hotline (many do not have phones, the credit cost and bad signals or not available and no source of energy - electricity or solar, works only during food distribution).
Context	<ul style="list-style-type: none"> • Protracted refugee status

LEARNING	
Theme	Point
Partnerships and capacity	<ul style="list-style-type: none"> • Increase capacity of partners; UNHCR deals with different partners who have difficulties adapting to UNHCR systems. • To address high turnover of government staff could hire consultants to maintain high capacity of government staff. • Select partners who have the right capacity to reduce the pressure on UNHCR. Only when we select partners for special reasons, we have to build their capacity to bring them on board. • New approaches regarding HDP Nexus. UNHCR has their own implementation tools, we are possessive and there is a need for more openness and transparency with partners.
Fitness for purpose – staffing and structures	<ul style="list-style-type: none"> • Increase staff awareness of institutional policies

	<ul style="list-style-type: none"> Motivate staff and build harmonious environment to increase quality of work.
Monitoring and data collection	<ul style="list-style-type: none"> Need to diversify mechanisms and scale-up; now we have complain box and suggestion box (the challenge is that 70% of R are illiterate), challenge of the location of complaint box (what if someone sees me !!!), hotline (challenges: many do not have phones, the credit cost and bad signals or not available and no source of energy -electricity or solar, works only during food distribution).
Response	<ul style="list-style-type: none"> Need to encourage voluntary returning of refugees as the refugee status is protracted.
Addressing access	<ul style="list-style-type: none"> Operations are centralized in Kosti office although most our operations are in Elsalam and Eljabalin Localities; we need to open field offices in these localities to reduce cost and time.

Mini-workshop, UNHCR staff Blue Nile Office

6-10-21

WHAT UNHCR IS DOING WELL	
Theme	Points made
Presence: right place right time	<ul style="list-style-type: none"> Emergency in Blue Nile: need to be there. Mixed emergency – refugees, returnees, IDPS Doing the right things
Leadership	<ul style="list-style-type: none"> UNHCR managing the response Re-engagement with Two Areas, has helped preparedness for future.
Getting things done	<ul style="list-style-type: none"> Setting up camp Communications Good networks Biometric registration rolling out: informing programming Transporting refugees to camps Increased staffing numbers
Sustainability	<ul style="list-style-type: none"> UNHCR is training COR to do the biometric registration

CHALLENGES	
Theme	Point
Systems and procedures	<ul style="list-style-type: none"> Getting registration System on logistics Long procedures. Especially in delivery of materials. Accountability issues: lack thereof means people are not taking action when needed.
Resources	<ul style="list-style-type: none"> Under-staffing Capacity of staff: technical capacity has been poor Cannot get what you need from Damazine – order from KHT and air lift Logistics for supporting emergency a challenge better now limited no. of vehicles Comms: can go for 2 days without a network, in non-gov areas can be no network

External factors – geography / economy / partners	<ul style="list-style-type: none"> • No movement from Khartoum to Damazine – flooded roads • Non-capacity of our gov partner with COR • Weather – heavy rains and strong winds • Inflation • Protracted IDPs situation
Strategy	<ul style="list-style-type: none"> • Absence of clear strategy to respond to refugee returnees to BN • War – how to position ourselves vis a vis changing political situation • IDP step – what do we need to do and what the end point is • Protection – we have fallen behind

LEARNING	
Theme	Point
Partnerships and capacity	<ul style="list-style-type: none"> • Non-capacity of our government partnership with COR. Trying to build their capacity, but a lot of effort needed to support them, even to allocate a budget to support them • Building capacity internally and externally – on the partners: have reputable partners on protection, but have staffing that hasn't been in a refugee response operation. It's hard for them to switch ways of doing things normally to now dealing with refugees. Partners need to also engage in building capacity of their staff. Should be a <u>two-way</u> thing.
Systems	<ul style="list-style-type: none"> • Need procurement exemptions – once level 2 is lifted cannot make procurement exemptions. • Policies are not adaptable to circumstances: e.g., use of tools to manage registration but we don't use it. Other agencies did their registration and gave different numbers. How can we know many people we're protecting when we don't have the registration data. Need to make our registration data more adaptable.
Fitness for purpose – staffing and structures	<ul style="list-style-type: none"> • Need to develop a policy to encourage female staff to apply even in challenging contexts. • We need to go through five rounds of call before staff can be gotten on board: this can take up to three months. • Ensure enough time for induction • Recruitment – very slow. E.g., should have two registrations colleagues for training, but recruitment happening in Khartoum and is taking much too long. Needs to be looked at.
Fitness for purpose - fundraising	<ul style="list-style-type: none"> • If applicable, UNHCR needs to strengthen direct implementation approach (DI) have a limit of responders. Have few partners. An amount of money is authorised to implement on time. Through the programme allocation.
Monitoring and data collection	<ul style="list-style-type: none"> • Need to make our registration data more adaptable.
Response	<ul style="list-style-type: none"> • We need an internal emergency response team, in country. Don't want to wait for region or elsewhere to send. There was a lack of ownership of the response in the East. • Need stronger preparedness and contingency planning: we opted out of the un system for PPE and got left without. Not smart planning. • Planning: Forward analysis of the political situation would be helpful: someone in the regional bureau to foresee the political situation in the region so we can be better prepared.
Addressing access	<ul style="list-style-type: none"> • Still intercommunal conflict in BN, accessing POCs is hard

Leadership & Coordination	<ul style="list-style-type: none"> • Army engagement in the situation a result of a timing issue. UNHCR should take lead on time with the refugee situations. • UNHCR should show leadership and control from the beginning. Times where we have been driven by others and then suffer the consequences. First emergency happened, we were reluctant to go to the border and see what is going on. Other agencies went and had the information to lead. • Collaboration and coordination between UNHCR operations in countries/region – UNHCR Sudan should be in close contact with UNHCR Ethiopia etc, so we can track movements of refugees • UNHCR should be proactive on supply, to respond to needs immediately. • Need procurement exemptions – once level 2 is lifted cannot make procurement exemptions. • Need to use our best tools to manage – eg registration, biometric is the best type we can have, but we don't use it and policy not adaptive.
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Mini-workshop, UNHCR staff, El Fasher

7-10-21

WHAT UNHCR IS DOING WELL	
Theme	Points made
Services	<ul style="list-style-type: none"> • Humanitarian assistance & delivery – basic services • Providing minimum health services • Supporting education sector (2019 to current) • Emergency response capacity
Coordination	<ul style="list-style-type: none"> • Protection coordination • Protection cluster coordination • Peacebuilding coordination • Coordination
Protection	<ul style="list-style-type: none"> • Coordinating well with GOS to provide protection to IDPs • Advocacy with government and authorities for protection of POCs • Protection of civilians including security of POCs • POC protection advocacy briefs (since July 2021)
Partnerships	<ul style="list-style-type: none"> • Government relations • Increasing engagement with other stakeholders and 'new' entrants in Darfur (2021 to date) • Partnerships • Hands-off policy in project implementation with IPs
Community support projects	<ul style="list-style-type: none"> • Community support projects • More projects and engagement in refugee and IDP return areas (late 2020-21) • Projects in rural areas
General	<ul style="list-style-type: none"> • Assisting IDPs • Assisting IDPs and refugees • Registration of South Sudanese refugees
Staff welfare	<ul style="list-style-type: none"> • Enhancing duty of care initiatives • Comfortable guest house in El Fasher
Community engagement	<ul style="list-style-type: none"> • Community engagement (now)
Assessment	<ul style="list-style-type: none"> • Going the extra mile to assess the needs of ALL groups (ethnic, tribe, POCs etc)

Funding	<ul style="list-style-type: none"> Fundraising
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CHALLENGES	
Theme	Point
Access & security	<ul style="list-style-type: none"> Lack of access due to conflict or security Lack of police escort to go to the field Access to remote areas Access to deep field sites Inaccessibility: security, remoteness, rains, lack of telephone Access to sites Access to IDPs and refugee hosting camps/ locations Access to points of delivery Access to some locations to document success stories, or monitor and report on our work: lack of escorts and insecurity Lack of access in far-flung locations – unable to document our work Security situation – access challenges Lack of infrastructure – roads, communication Expansive geographical area for operations Security/ lack of accessibility & distances
Resource constraints	<ul style="list-style-type: none"> Underfunding leading to under-staffing and low capacity to respond to operational needs Budget constraints for refugee programme IOL too small Lack of resources for community centres & registration centres Insufficient resources vis-à-vis needs
Staff constraints	<ul style="list-style-type: none"> Insufficient staff to provide adequate coverage of protection activities Heavy workload Overworked staff Lack of staff – related to R&R cycles – and lack of deputies to meet cluster obligations
GOS & partners' capacity	<ul style="list-style-type: none"> Lack of partners'/ government capacity Weak capacity of partners Lack of ability of government
Assistance/ support	<ul style="list-style-type: none"> Delayed and slow response to emergencies eg 1 to 2 month delay for emergency shelter & NFIs Limited range of support to POCs
Coordination	<ul style="list-style-type: none"> Too many coordination groups/ forums
Return	<ul style="list-style-type: none"> Attractive environment for IDP return
Lack of presence	<ul style="list-style-type: none"> Limited or no presence in camps or sites – CCCM & protection implications
Strategic direction	<ul style="list-style-type: none"> Lack of strategic direction, particularly on UN-wide issues & coordination structures
Contextual understanding in Khartoum	<ul style="list-style-type: none"> Lack of uniformity/ understanding of context – Khartoum to Darfur
Context	<ul style="list-style-type: none"> Instability of political and economic security in the country

LEARNING	
Theme	Point
Partnerships and capacity	<ul style="list-style-type: none"> Minimise expectations on what GOS can do

	<ul style="list-style-type: none"> • Help counterparts including government and INGOs in terms of capacity-building • Assist counterparts to improve accessibility to the field • Delivery of capacity improvement • Strengthen existing partners and expand partnerships with non-traditional partners
Fitness for purpose – staffing and structures	<ul style="list-style-type: none"> • Bring in right people for the right purpose – for peacebuilding & durable solutions • Aligning structures (offices & staffing) according to operational needs • Proper UN coordination structures – fit-for-purpose • Strategic evaluation & comprehensive staffing assessment linked to a wider UN assessment • Simplified HR hiring practices
Fitness for purpose - fundraising	<ul style="list-style-type: none"> • Raise increased funding to improve service provision to POCs • Resource mobilization to ensure leadership for core sectors • Avail adequate resources (human and financial) to enable UNHCR to effectively implement its core mandate for refugees
Monitoring and data collection	<ul style="list-style-type: none"> • Better information collection and management • Remote monitoring by a third party (if possible) • Follow-up on funded projects
Response	<ul style="list-style-type: none"> • Inform refugees what UNHCR can offer and what it cannot, to manage expectations, considering limited funding • Better proposals and project implementation plans • Invest in self-reliance activities among refugee communities, and support govt to implement SDGs
Engagement & visibility	<ul style="list-style-type: none"> • Full engagement with all stakeholders • Engage more with stakeholders: UN & donors • Better visibility – locally & externally
Corporate culture & vision	<ul style="list-style-type: none"> • Fundamental reorganization of the corporate culture • Agree on strategic directions and priorities and stick to them
Addressing access	<ul style="list-style-type: none"> • Open additional offices • Decentralise offices to have offices in key locations to improve response
Learning and best practice	<ul style="list-style-type: none"> • Learn and take best practice from others

Mini-workshop, UNHCR staff, Gedaref

12-10-21

WHAT UNHCR IS DOING WELL	
Theme	Points made
Services	<ul style="list-style-type: none"> • Timely provision of services, like basic needs (CRIs) • Improving services in the camps: latrine & water coverage • Facilitating access to food assistance • Systems in place for distribution • Providing services: shelter, water & health
Protection	<ul style="list-style-type: none"> • Refugee protection • Advocating for protection of personal POC data • Maintaining daily staff presence in the camps and transit centres • Protection
Coordination	<ul style="list-style-type: none"> • Coordination with partners through sector working group meetings • Partners' engagement and coordination

	<ul style="list-style-type: none"> • Trying to harmonise the response to POCs
Emergency response	<ul style="list-style-type: none"> • Timely response to emergencies
Asylum	<ul style="list-style-type: none"> • Supporting access to asylum for refugees
Host community	<ul style="list-style-type: none"> • Supporting the host community
Deployment	<ul style="list-style-type: none"> • Presence and deployment of team in difficult situation

CHALLENGES	
Theme	Point
Bureaucratic government procedures and other factors affecting GOS-UNHCR coordination	<ul style="list-style-type: none"> • GOS bureaucracy • Delay of services due to long and bureaucratic government procedures • Relocation of POCs from transit centres to camps delayed by GOS delays in assigning sites and giving go-ahead • Lack of solid coordination between national counterparts & UNHCR to facilitate work and approvals
Camp locations	<ul style="list-style-type: none"> • Nature of camp settings in Gedaref and logistical arrangements • Camp locations are not strategic and accessible
Security	<ul style="list-style-type: none"> • Limited presence of police in camps, especially female police • Security – demonstrations continuously blocking the main roads which affects activities
Funding	<ul style="list-style-type: none"> • Limited funding to achieve key protection priorities • Funding gaps for critical activities/ services: <ul style="list-style-type: none"> ○ Dignity kits ○ Shelter ○ Energy for cooking ○ Livelihoods
Staff welfare	<ul style="list-style-type: none"> • Accommodation and food for staff • Maintaining our own wellbeing
UN restrictions	<ul style="list-style-type: none"> • Security restrictions which limit easy movement of staff
UNHCR – poor planning	<ul style="list-style-type: none"> • Slow and late distribution of items creating storage challenges at the warehouse

LEARNING	
Theme	Point
Planning, and contingency planning	<ul style="list-style-type: none"> • Better planning and implementation in light of the rainy season in East Sudan • Timely preparedness and contingency planning of different scenarios • Better resource management through solid planning
Camp locations and infrastructure	<ul style="list-style-type: none"> • Camp/ settlement sites should be negotiated with long-term strategic vision • Request GOS support for land for construction (learn from the past) • In planning and setting up old or new camps, avoid interference (related to vested interests) of any party – GOS or POCs
Advocacy	<ul style="list-style-type: none"> • Increased advocacy with government & other stakeholders – joint UN advocacy on government challenges
Relationship-building	<ul style="list-style-type: none"> • Build relationships with stakeholders, including national counterparts
Funding	<ul style="list-style-type: none"> • Enhanced resource mobilization & coordination of funding eg joint funding
Presence of staff in camps	<ul style="list-style-type: none"> • Have presence of UNHCR staff and partners in and around camps

Learning between IDPs and refugees	<ul style="list-style-type: none"> Improved learning between OCHA which leads on IDPs, and UNHCR which leads on refugees
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Mini-workshop, UNHCR staff, El Geneina

13-10-2021

WHAT UNHCR IS DOING WELL	
Theme	Points made
Services	<ul style="list-style-type: none"> Emergency response
Coordination	<ul style="list-style-type: none"> Establishment of line of communication with the government (emergency response) Coordination for emergency response Advocacy with gov. and other implementing actors
Protection	<ul style="list-style-type: none"> Household protection monitoring Protection of returnees/ POC
Partnerships	<ul style="list-style-type: none"> Working with partners well – (emergency response)
Community support projects	<ul style="list-style-type: none"> Engagement with communities
Emergency response	<ul style="list-style-type: none"> More acceptance by the communities NFIs/Shelter/ ES Visibility Advocacy with gov. and other implementing actors
Capacity building	<ul style="list-style-type: none"> Data collection analysis, and visualization ability to adapt project to local context (request of POC to use local material for shelter as it is colder and available instead of plastic sheets which are hot and not durable)
Community engagement	<ul style="list-style-type: none"> Gaining trust of POCs (in emergency response)

CHALLENGES	
Theme	Point
Access & security	<ul style="list-style-type: none"> Insecurity and access to POC
UNHCR Capacity (planning)	<ul style="list-style-type: none"> Planning for project timeline with emergency More project contextual analysis Involvement of all community and leaders for careful project implementation Lack of capacity outside emergency UNHCR need to invest in strategic resilience due to repeated emergencies (invest in the villages which were damaged). It is difficult in Sudan's context to predict, so, the decision is either UNHCR intervene and provide protection or not. The challenge is the new transitional shift, but we don't have capacity. In Darfur the competition between NGOs is based on economic resources. We need to build our capacity and add specialist in development.
Implementation	<ul style="list-style-type: none"> When we start a project (durable solutions or development) then we get interrupted by an emergency We receive late approval (communication between sub-office and head office in Khartoum) Lack of population data for CBI support When we start CBI project, we need more time to identify community need

	<ul style="list-style-type: none"> • Communication between senior management and implementing staff • Using biometric tools for registration of POC • Nomads perceive UNHCR works with the other side (the Masaleit)
Resource constraints / financial / human	<ul style="list-style-type: none"> • Lack of specialist staff in development to work on durable solutions and help the transition/shift to development (engagement in early recovery and development) • Lack of fund for PSNs for affected population • Increase CBI for protection and shelter • Need to increase protection assistance and small grant vocational support
Partners capacity	<ul style="list-style-type: none"> • Shortage of partners • Gov. lack rule of law, lack of capacity to response to emergencies • Lack of civil registry and MoSA to ensure civil documentation for POC. • Partners' accountability (weak M&E) • Lack of partners who can implement protection activities such as legal aid. • Durable solutions cannot be achieved without the help of the gov. which has no capacity.
Assistance	<ul style="list-style-type: none"> • Focus and increase CBI projects • Provision of more humanitarian needs • Use of local material for shelter is not sustainable. Use of mud and hay is susceptible to fire and to new emergency
Coordination	<ul style="list-style-type: none"> • Community engagement for sustainable return
Contextual understanding / climate change	<ul style="list-style-type: none"> • Nomads shift from livestock rearing to farming • Environment and climate change affecting livelihood activities • Use of local material for shelter is not sustainable. Use of mud and hay is susceptible to fire and to new emergency

LEARNING	
Theme	Point
Partnerships and capacity	<ul style="list-style-type: none"> • Need to strengthen the capacity of the government • Need to engage more with youth • Understand strategies of response (capacity building) • Recruit staff with skills for working in development and peacebuilding themes • Improve coordination and communication with communities and gov. authorities and all conflicting parties • Gain government trust
Fitness for purpose – staffing and structures	<ul style="list-style-type: none"> • Ability to adapt project to local context (request of POC to use local material for shelter as it is colder and available instead of plastic sheets which are hot and not durable)
Response	<ul style="list-style-type: none"> • Ensure engagement with communities and gov. authorities and all conflicting parties
Learning and best practice	<ul style="list-style-type: none"> • Design plans and strategies according to local context • Improve communication related to countering (nomads-Masaleit) narratives • Improve project-based research and development for better output

Mini-workshop, UNHCR staff, Khartoum 11-11-21

WHAT UNHCR IS DOING WELL	
Theme	Points made
Services	<ul style="list-style-type: none"> • Providing services through a complex range of partners to a mix of nationalities • “Dafi project” (provides university scholarships for refugees (ID card required; German funded) (access to basic services) • Registration of South Sudanese (6 additional staff allowed outreach to South Sudanese – before registration possible only in Bahri office). Between 2018-2021 registered 92,218 SSR, unregistered 96,703 SSR in Khartoum state • Family reunification (13 of 32 children reunified internationally in 1.5yrs) Durable solution • “Ahfad project” youth engagement • CBI (livelihoods) adapted to ATMs (challenged by inflation, protection risks for children) • Successfully advocated for >5,000 cases to be registered as refugees with COR, mainly Ethiopian and Eritrean. Between 2016 and 2018. • Capacity building of gov, law enforcement, judiciary. (But many reassigned post- 25 Oct coup) • Documentation (birth and registrations) for refugees and asylum seekers (due to greater advocacy and capacity building of police working on civic register) • Work permits for refugees in Khartoum state (in 2019)
Partnerships	<ul style="list-style-type: none"> • GBV activities: strengthening referral pathway (agreement with service providers in place, UNCHR stepped back and partners work directly amongst themselves) • Coordination with partners & government • Regularly monitoring partners activity
Community engagement	<ul style="list-style-type: none"> • Better reach – through implementation of community outreach (strong) • More engagement with refugees committee (as a result of outreach)
Assessment	<ul style="list-style-type: none"> • Conducting participatory assessments annually to identify refugee needs

CHALLENGES	
Theme	Point
Operating environment	<ul style="list-style-type: none"> • Uncertainty in legal status of Arab nationals (Syrian, Yemeni, Egyptian, Libyan) • Security and covid (impact = trainings and counselling services were cancelled, CBI support was affected due to security, roads blocked, banks closed, people not coming to office) • Turnover of government staff (e.g., Sharig al-nil court trained a judge on refugee rights and saw an improvement in judgements – he was moved after 1 month; RSD affected by churn at COR; churn in police departments has affected progress in immigration and passports) • Working with different categories of POCs in Khartoum: POCs unregistered and undocumented • Cumbersome processes – process of registration is v slow
Resource constraints	<ul style="list-style-type: none"> • Limited budget: e.g., special window for counselling children / PSNs (limit on number who can access this due to criteria); not enough intervention on health and education

	<ul style="list-style-type: none"> • Not enough money to reach needs • Budget not in proportion with number of refugees in Khartoum. Numbers rising. • Limited cash for CBI - > meant SS refugees were denied as numbers too high
Staff constraints / HR	<ul style="list-style-type: none"> • No social events – want a retreat • Limited staff – needs greater than ability to meet them; not in proportion to no. refugees; • Grading is too low. No career progression. • Contracts through UNOPS deny staff social insurance and pension rights, even though long-term (8yrs +) at UNHCR. Not clear why staff not offered long-term positions with UNHCR rather than UNOPS. • Actual roles no longer correspond to job titles (e.g., mixed field and technical tasks; “emergency” tasks overwhelmed original JD -> staff lose focus)
GOS & partners’ capacity	<ul style="list-style-type: none"> • Low capacity of COR and some partners • Partnerships not optimally structured e.g., COR doing too much health and education – should be a specialised partner; too much work given to national NGOs with low capacity rather than international NGOs.
Coordination	<ul style="list-style-type: none"> • Poor coordination with other UN agencies (eg UNICEF on education)
Strategy	<ul style="list-style-type: none"> • Protracted cases of refugees with no durable solution – no clear strategy for these (e.g., Congolese and Eritreans here for >30 yrs not integrated into Khartoum) • Lack of livelihoods projects for refugees • Ethiopians – issue with revision of their status • Some cases need dedicated staff – e.g., Arab refugees • Uncertainty in legal status of Arab nationals (Syrian, Yemeni, Egyptian, Libyan)
Contextual understanding in Khartoum	<ul style="list-style-type: none"> • Uncertainty in legal status of Arab nationals (Syrian, Yemeni, Egyptian, Libyan) • Security and covid (impact = trainings and counselling services were cancelled, CBI support was affected due to security, roads blocked, banks closed, people not coming to office) • Turnover of government staff (e.g., Sharig al-nil court trained a judge on refugee rights and saw an improvement in judgements – he was moved after 1 month; RSD affected by churn at COR; churn in police departments has affected progress in immigration and passports) • Working with different categories of POCs in Khartoum: POCs unregistered and undocumented • Cumbersome processes – process of registration v slow

LEARNING	
Theme	Point
Partnerships and capacity	<ul style="list-style-type: none"> • Improve coordination with other agencies • Increase engagement with COR • Expand partners in GBV • Establish coordination amongst preferred partners
Fitness for purpose – staffing and structures	<ul style="list-style-type: none"> • Resolve all staffing issues • Teams support one another, but they also need support from senior management

Fitness for purpose - fundraising	<ul style="list-style-type: none"> • Increase budget
Monitoring and data collection	<ul style="list-style-type: none"> • Why is there no M&E unit?
Response	<ul style="list-style-type: none"> • Accelerate registration – priority area. • Increase outreach to refugees: listening more and more • Need continuous planning.
Engagement & visibility	<ul style="list-style-type: none"> • Increase efforts in advocacy
Addressing access	<ul style="list-style-type: none"> • Increase access to jobs and livelihoods for refugees • Establish community-based protection network in open areas • Increase support to national services – not necessarily from UNHCR but coordinated amongst partners. • Move provision of services to line ministries • Improve advocacy to move refugees into national systems.
Learning and best practice	<ul style="list-style-type: none"> • Make better use of technology; examples from other country operations in use of smartphones and tabs