

Humanitarian strategy 2011-2015

International Aid Services Denmark

Content

Background	3
IAS' International structure	3
Guiding principles.....	4
Strategic planning and results based management.....	4
Programme focus.....	5
Geographical focus.....	5
General thematic focus.....	6
Somalia and Somali region – strategic priorities.....	6
Integrated Water Resource Management.....	6
Emergency Education and Primary Health Care.....	7
Sudan - strategic priorities.....	8
Integrated Water Resources Management (IWRM)	8
Inclusive Education with focus on Special Needs Education	9
IAS/DKs capacity and core competences	10
Implementing capacity in South.....	11
Somalia:.....	11
Sudan:	11
Ethiopia:.....	13
5 year plan for Humanitarian interventions	13

Background

Humanitarian interventions is a focus area for IAS Denmark (IAS/DK) as the organisation has a strong international humanitarian setup related to water and sanitation and food security and is able to implement large scale relief interventions.

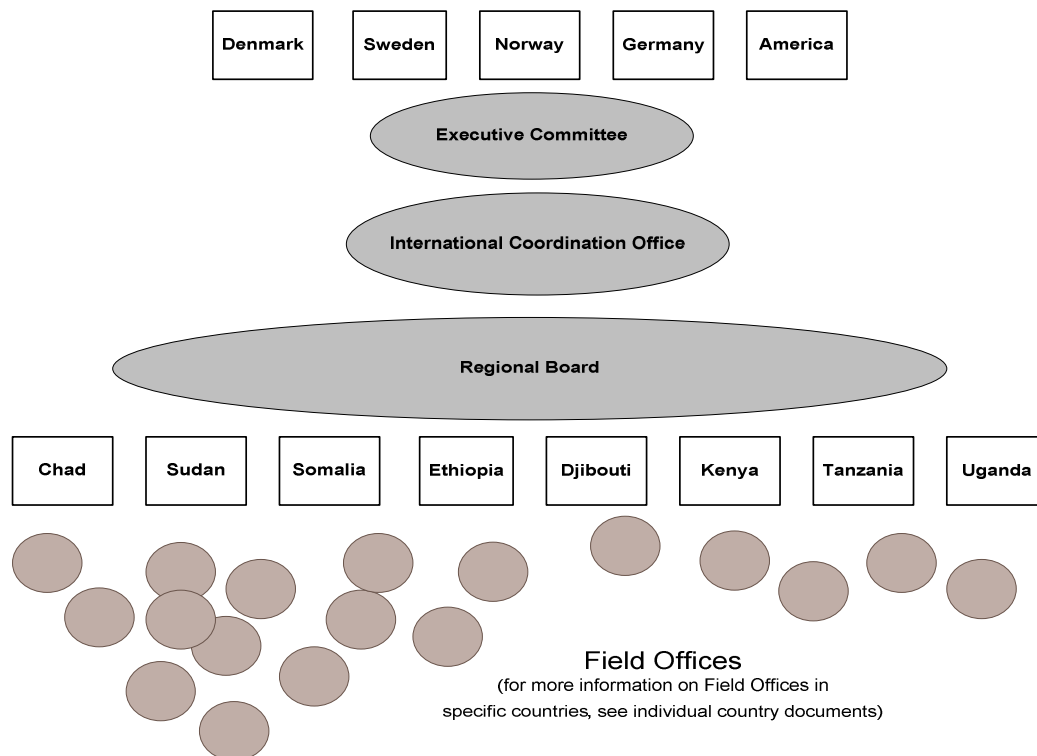
IAS/DK will therefore fundraise for humanitarian interventions when it is relevant and within the geographical areas of work and as part of the whole international organisation's setup. Through this strength IAS/DK is able to deliver high value aid effectively and efficiently.

IAS/DK has since 2002 been a partner to the Danish Ministry of Foreign affairs and has received funding for operations in Sudan, Somalia, Kenya and Sri Lanka. IAS/DK has delivered aid at a very effective and cost-efficient level through the organisation's effective international structure.

IAS' International structure

IAS/DK is part of the IAS alliance called Association of International Aid Services (IAS). Other member countries are Sweden, Norway, Germany and USA. IAS is registered with country offices in 8 countries (The Horn, East and Central Africa).

In every country IAS has field offices and has the ability to implement humanitarian interventions and projects directly. An International Coordination Office located in Sweden is working to strengthen programme coordination, and handling of project and partners. This office is collaborating with directors and programme related staff in all countries where IAS works.



IAS Regional Board in Africa meets twice a year to discuss and streamline operations and management and consists of the IAS Member countries Directors, Country Directors and Programme Officers.

Guiding principles

All IAS activities are guided by the Sphere Project standards (Humanitarian Charter and Minimum Standards in Disaster Response) and United Nations Millennium Development goals. The organization is also a signatory to the ICRC Code of Conduct (Principles of Conduct for The International Red Cross and Red Crescent Movement and NGOs in Disaster Response Programmes) and in final stages of the process of becoming a certified member of the Humanitarian Accountability Partnership (HAP). IAS follows humanitarian principles for Do No Harm and seeks to reduce risk for the beneficiaries and increase ownership and ensure sustainability in all we do.

In every country of operation IAS is taking an active role in coordination meetings and UN cluster work¹. In this way IAS is collaborating with other organisations in the thematic or geographical areas in order to have a more efficient and safe implementation process. IAS adheres to security standards and advice given by the security focal points. Risk assessment is done based on coordination and IAS' own criteria.

Strategic planning and results based management

Every Head office in North and Programme office in South has a 3 year strategic plan, which feeds into the International Association's overall strategy plan.

The strategy documents for 2011- 2013 are a result of a bottom-up process in the organization that has been going on the previous years, and have a core element of results based management (RBM) incorporated. The RBM system seeks to set out clear programme and management goals for IAS and establishing indicators to monitor and assess progress in meeting them. The implementation of the results-based approach is expected to be a gradual process, spanning several years and will mainly be a learning-from-others and learning-by-doing exercise.

Each office reviews in cooperation with the International Coordination Office their strategy plans yearly, and evaluate performance based on the overall expected results. The strategy plans will be updated and renewed every 3rd year.

On a weekly basis results are logged and monitored carefully by the staff responsible for implementation at field level and then consolidated by IAS programme offices. The results are then uploaded on the IAS online administration system to make sure IAS programme portfolio is constantly up to date with the latest results. All activity results are backed up by relevant programme reports.

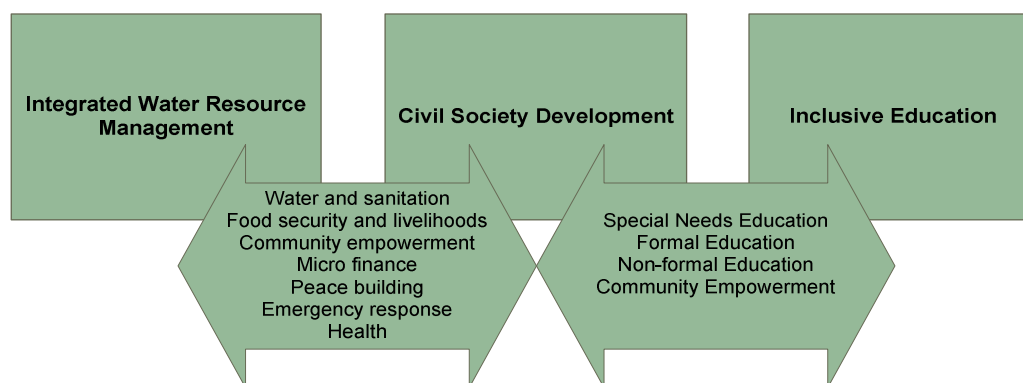
IAS adheres to the principles of the Project Management Cycle and utilizes its steps in all projects undertaken, and strives to include the target population and relevant stakeholders in all steps of the Project Management Cycle. These

¹ See under "Implementing capacity in South" pp. 11.

processes have furthermore been improved by the “Humanitarian Accountability in Partnership” principles and procedures put in place.

Programme focus

IAS’ 3 main sectors represent both relief and development programmes, where this document elaborates on the humanitarian interventions.



Geographical focus

IAS/DK is working with both development projects and humanitarian interventions depending on the context in the specific country. The general programme focus is the Eastern parts and Horn of Africa: *Somalia (and the Somali region, greater Somalia), Sudan, Kenya and Tanzania*, where IAS Denmark is working strategically within its sector focus². However, the international organisational structure of IAS also opens up for humanitarian interventions in countries where other IAS members are present. These countries are: Djibouti, Ethiopia, Chad, and Uganda.

IAS/DK's main focus area for humanitarian interventions is South Sudan and the Somali region³. Here IAS has worked for many years and is well acquainted with the country's context, culture, and dynamics. IAS has a good and long lasting relationship with the government and local authorities and has capacity to implement through it's field offices, it's technical staff and it's technical capacity such as drilling rigs, vehicles etc. In some areas IAS works closely with the organisation's strategic partners and local partners.

IAS/DK is experienced in successfully working with humanitarian assistance and development in fragile states/situations from both Somalia (Inclusive Education Programme since 2000) and Somalia (Emergency Education in Afgoye Corridor / WASH project in Puntland since 2008) and long term humanitarian interventions in Sudan (water and sanitation since 2002) where change of circumstances often makes it extremely difficult to get measurable results. In both countries there is a long term presence.

² See IAS Denmark' Organizational Profile

³ For further country specific context analysis and planning see overall strategy plan and country specific strategies

In the organisational development process that IAS/DK has gone through during the past years, ***the ability to implement humanitarian and civil society development projects in fragile states/situations*** has been identified as one of the organisation's core competences.

General thematic focus

The issues and challenges are often circled around conflict and good governance. Therefore IAS is focusing on these vital issues when addressing the local and regional governments for permits and when planning projects. The year plans and local plans are always in coordination with the government's plans.

IAS is also emphasising on strengthening civil society wherever projects are being planned and carried out. This is to strengthen the civil society and to ensure their rights and needs are met in all aspects and wherever possible.

Combating unemployment and that young people are engaged in extremism and becoming a threat to society and nation building. In vulnerable states and situations like in Somalia IAS is focusing on job creation through Vocational Training and Special Needs Education programmes. IAS has 7 Assessment Centres placed in Somaliland and Puntland. These form the back bone in parents' networks and assessing youth and children.

Somalia and Somali region – strategic priorities

IAS' priorities in Somalia and Somali region (parts of Ethiopia, North Eastern Kenya and Djibouti) are given to relief interventions in fragile areas and IDP camps: Safe access to water through IAS Integrated Water Resource Management (IWRM)⁴; Quality Emergency Education; and supplying of relief goods to affected victims. IAS is also working with organisational capacity building of local partners in order to sustain quality delivery of services in such fragile situations. This also includes security training and emergency alertness.

Integrated Water Resource Management

In the water sector in the Somali region IAS has primarily worked with constructing rain water catchment reservoirs barkers, hand dug shallow wells and rainwater harvesting in the northern and eastern part of Somalia and in North Eastern Kenya and Ethiopia. Since water and sanitation is one of IAS' core competences, and there especially is a long history of providing clean potable water for the people in Sudan, expanding to Ethiopia, Kenya, Chad and Somalia, IAS wants to align the programmes in each country using best practices from the field and implement similar programmes in each relevant country. IAS is doing a strategic shift in programming from previously focusing on primarily service delivery like constructing barkers to IWRM, which is a more holistic approach to sustainable water supply including other components and methods such as rain water harvesting and tapping into surface water as well as putting more efforts on building local capacity of institutions and not only on the grass root level among communities. IAS will, however, still be an agency

⁴ IAS is guided by the organisation's policy and manual for Integrated Water Resource Management (IWRM). This means a broad approach from service delivery through developing a sustainable management system that will ensure a long lasting water resource for the beneficiaries. The integrated approach ensures that all areas are addressed from the very offset through issues related to climate and environment.

working very closely with the community as they are the primary owners of the projects, but more emphasis will be on Linking Relief Recovery and Development (LRRD) and identifying long term solutions. In the setting of a fragile state, IAS is flexible to adapt to solutions that will fit the current situation, including IDP camps, returnees' settlements, but also preparedness in the event of security breaches and civil war.

For this important and complex task to be properly done, preferably government institutions need to be in place, and this is challenge as Somali as a fragile state has a weak government capacity and state legitimacy. The local communities will not have the capacity to take on such a role by themselves without the support by the government. IAS will therefore ensure that state and local authorities are involved in a concerted manner where possible. In areas where government is non-functioning, IAS is working through its experience with local goodwill at village level.

It needs to be clarified that the focus on, or rather the realization of, IWRM will vary considerably between project areas of IAS. Thus, IAS will remain flexible in its delivery of safe water supplies to encompass areas prone to political and natural unrest to areas of more organized settlements. The focus of the overall intervention is humanitarian/early recovery, but by identifying long term solutions through LRRD IAS will also seek to move towards more sustainable development interventions.

Emergency Education and Primary Health Care

While IAS primarily works with Inclusive Education (IE) focused on children with special needs (handicapped, traumatized, impaired), the form of IE varies depending on the context. IAS has developed and is successfully implementing a concept for Emergency Education and Primary Health Care in the IDP camps, and IAS wants to see this concept replicated to IDP camps all over the Somali region.

The concept consists of the following:

- Improvement of learning environment in temporary schools by establishing water points and sanitation facilities.
- Enhancement of quality of teaching and learning by providing IDP schools and children with relevant scholastic material and assistive devices.
- Improvement of standards of instruction and learning by identifying and provide rapid refresher training to qualified primary school teachers in IDP schools
- Provision of pupil and schools community awareness on good hygiene practices through establishing and training water and hygiene committees around the schools.

Provision of safe water and sanitation and learning materials is an important incentive to both parents and school-going children contributing to sustained enrolment and retention of children in schools. Once access to water and sanitation infrastructure has been improved for target schools, it is necessary to work with hygiene and sanitation promotion activities, and establishment and training of Water and hygiene committees. The training combines topics of basic hygiene practices linked to community mobilization around use and

maintenance of the water and sanitation infrastructure.

It is necessary to provide skills, tools, assistive devices, and learning materials to target schools to improve the quality of instruction and improve learning by students. Recognizing the severe lack of qualified teachers throughout the Somali region, and the fact that many communities rely on parents and other volunteers to fill teaching positions, IAS teacher training will target the existing teachers within the schools.

Sudan - strategic priorities

Integrated Water Resources Management (IWRM)

In the field of humanitarian assistance; IAS has a long history of providing clean potable water for the Sudanese people. Throughout the existence of IAS; much emphasis has been put on LRRD (Linking Relief, Recovery and Development) and making sure the interventions lead to transformational and sustainable growth. This approach has been further fuelled during the last few years as some of the areas in Sudan are transitioning from a relief- to an early recovery/development stage (even though there still remains pockets of insecurity etc. in most areas) and has been displayed also in the capacity building component of IAS where 5 national organizations have been formed by senior IAS staff.

IAS works through these organizations and other civil society groups.

In the field of water; the focus on LRRD and recent years development has meant a strategic shift in programming in Sudan from previously focusing on primarily service delivery like drilling of boreholes to an Integrated Water Resources Management (IWRM) approach, which is a more holistic and diverse approach to sustainable water supply, including other components and methods such as rain water harvesting and tapping into surface water as well as putting even more efforts on building local capacity of institutions and not only on the grass root level among communities. IAS will though continue to work closely with grass root communities as well as local institutions in its identification of long term solutions. In the setting of a fragile state, IAS is flexible to adapt to solutions that will fit the current situation, including IDP camps, returnees' settlements, but also preparedness in the event of security breaches and civil war.

For this important and complex task to be undertaken; there needs to be proper government institutions and structures in place. This is something which remains a challenge due to the still weak capacity of particularly the Southern Sudan government, both on federal and state levels. The local communities will not have the capacity to take on such a role by themselves without the support by the government. IAS will therefore involve state and local authorities in a more concerted manner.

One of the key agencies promoting IWRM initiatives in Sudan is UNEP alongside UNICEF. Their main geographical target area is the three Darfur states and not much has been done in other areas of Sudan. IAS therefore sees this is a golden opportunity to launch a similar approach in its programs targeting Southern Sudan and Southern Kordofan to promote a nationwide coverage of the concept.

The focus on IWRM will vary considerably between project areas of IAS. Sudan is a diverse nation; socially, politically, economically, environmentally etc. The list of conflicting elements is challenging. Thus, IAS will remain flexible in its delivery of safe water supplies to encompass areas prone to political and natural unrest to areas of more organized settlements. The focus of the overall intervention is both humanitarian/early recovery but by identifying long term solutions through LRRD, IAS will also seek to move towards more sustainable development interventions.

In future years IAS/DK wish to partner with Danida in access to water in Sudan and implementing IWRM with development as a strong component in Southern Kordofan and Southern Sudan. The scope will be decided by each partner and/or local government so that the objectives and activities become relevant to their local communities. There is a lot of potential in the partnerships already established through the Danida funded humanitarian projects in Kajo Keji, Central Equatoria, Nuba Mountains, Southern Kordofan, Raga, Western Bahr El-Ghazal.

IAS/DK has the unique experience and capacity to support the local partners in geographical areas of Sudan with many socio-economic challenges, where few NGOs work compared to other development countries. A strategic priority for IAS to move into Jonglei in Southern Sudan, as the needs are great, and an IWRM approach there will be thematically and geographically relevant to IAS.

Inclusive Education with focus on Special Needs Education

IAS/DKs programme plan on IE focusing on SNE has been incepted and developed in Southern Kordofan and is an opportunity for IAS to move more into development in Sudan using our core competences. This process will support the international agenda “Education for all” launched by UNICEF.

In the long term development arena, IAS has a comprehensive Inclusive Education through its Special Needs Education Programme, which has been implemented during the last 10 years in the Northern part of Somalia, which is also considered a fragile state with similar socio-economic challenges. The projects have been the first of its kind in Somaliland, targeting a very vulnerable group of children with disabilities, and through implementing them IAS Denmark has gained experience with lobby and advocacy activities on a national level, capacity building and organizational development of local organizations in one of the world’s poorest and most complicated countries/fragile state, where few others work with development based on the civil society strategy.

Inclusive Education focusing on Special Education is one of IAS’ core competences, and IAS/DK has developed a policy on Special Education⁵ as a guide for future projects.

In Both Sudan and Somalia, IAS/DK has had a long relationship with the local partners and has both the thematic and geographic experience to work with Inclusive Education and Special Needs Education in a context like Sudan.

The local partner – NCDO (National Christian Development Organisation), is a key player. Currently IAS is supporting them as they work to establish Inclusive

⁵ Can be obtained from IAS Denmark’s head office

Education focusing on Special Needs Education in Southern Kordofan. The vision is to replicate the programme into other geographical areas in Sudan where IAS is present. Certainly the needs of the marginalized children in Sudan are great.

Besides sensitisation and awareness campaigns promoting education for all children including those with special needs and girls on all levels, IAS aims to develop an IE/SNE policy to guide the implementation of IE/SNE programmes in Sudan. In the development of the policy all stakeholders in the education sector will be involved right from the grass-root (village) level to the national level. Restructuring of educational systems are also necessary so that IE/SNE can be implemented in the MoE offices in the state and counties/localities in addition to the national Federal Ministry of Education headquarters in Khartoum.

A Curriculum in IE/SNE needs to be developed and it is a key that it is adapted into the national Sudanese educational system, as well as massive capacity building of teachers and educational officials on all levels regarding IE/SNE will take place. IAS will also focus on establishing SNE Assessment & Resource Centres, which will be vital to children with SNE, their families, teachers, local partners and government officials at all levels.

IAS/DKs capacity and core competences

IAS/DK's office in Denmark has competent programme and management staff. There are two offices, the head office located in Brande and the programme office in Copenhagen.

Name Position	Contract terms
Torben Madsen	Country Director Full-time
Maria Lundbak Hinge	Program manager Part-time (80%)
Tanja Marie Hansen	Program officer Part-time (25 hours / 70%)
Johnny Højgård	Program Administrator Full-time
Dorrit Madsen	Information Co-worker Part-time (40%)
Solfrid Bracher	Consultant (on consultation basis)
Anders Jacobsen	Process Consultant (Full Time)

The offices handle proposal writing, coordination, financial control, reporting, monitoring, evaluation, membership base, information to the Danish public, etc. Torben Madsen, Tanja Hansen and Maria Lundbak Hinge are active in the Foreign Ministry's Humanitarian Contact Group.

IAS/DKs office has extended capacity through the International Coordination Office, which offers HR, Policy Development, Quality assurance, Programme advisory and financial administration. Moreover, each country office in South has Country Directors, Programme Managers, Financial Administrators and Logisticians.

Implementing capacity in South

Somalia:

Target areas for interventions are: Somaliland, Puntland and GalMudug, South and Central Somalia. IAS has field offices in Mogadishu (South Central), Hargeisa (Somaliland) and Garowe (Puntland) and working space in Burao, Borama, Garowe.

IAS has employed staff in its local offices in Somalia. These are water experts, education experts and trainers, administrative and finance personnel, logisticians, project officers, and support personnel. IAS has a team house in Hargeisa and Sheikh with office space to carry out an operation. This also includes technical equipment such as stationary and portable computers, satellite phones, mobile phones, internet connections etc. IAS has a fleet of vehicles in Somaliland and in Puntland and South Central Somalia, IAS is using hired vehicles for safe transportations of personnel and goods.

In all office locations IAS has local partners to can work with, as well as good contact within the governments and local authorities. Each location are also supported by a program manager and a country director who are visiting the locations at least once a month. IAS is able to mobilize resources within a week and start emergency intervention in the areas where IAS is present.

Level of involvement in in-country cluster-coordination, partnering with UN agencies, other INGOs and NGOs, as well as with local authorities:

- Local authorities
- UN OCHA
- Somali Support Secretariat
- Consolidated Appeals Process (CAP)

IAS is part of the NGO consortium in Somalia. The organisation attends the meetings regularly and contributes actively. IAS is also a member of the EDUCATION cluster and the WASH cluster. IAS chairs the education cluster in Mogadishu and is a member of the NGO consortium in Hargeisa.

IAS also works closely with the UNICEF country office and implements joint projects in Mogadishu. The organisation holds joint meetings in regards to emergency education and carries out joint assessments occasionally.

IAS has put proposals in the CAP system for the last four years. Since last year IAS has got funding from CHF which is the main funding agency for CAP proposals. IAS participates in CAP related meetings.

Sudan:

IAS in Sudan employs a total of 150 local employees located in Khartoum (Country programme office) Juba, Geneina and Nyala (Darfur), Dilling (Southern Kordofan), Akuem, Marial Bai and Nyinbuli (Northern Bahr-El Ghazal), Raga (Western Bahr el Ghazal) and Yei, Maridi and Mundri (Central and Western Equatoria). IAS in Sudan is currently working to establish a separate Country/programme office in Juba South Sudan as a direct result of the separation between North and South.

IAS has 13 drilling rigs in Sudan, where some are placed at local IAS offices and some are mobile.

Level of involvement in in-country cluster-coordination, partnering with UN agencies, other INGOs and NGOs, as well as with local authorities:

- Local authorities
- UN OCHA
- Work Plan (CAP)
- UNICEF

IAS is a member of the INGO Forums in both North and South Sudan regularly partaking in coordination in-country. Since July 2009 IAS has been a standing member of the INGO Steering Committee (SC) for North Sudan. The SC comprises of 9 INGOs representing approximately 75 INGO Forum Members operating in North Sudan. The Country Director is the current Chair of the SC and has been serving as Chair or Vice Chair for a period of 12 months starting in February 2010.

The SC regularly engages with high level policy makers both in-country, such as Government, UN, donors and political delegations as well as external, international networks.

Key international networks include Interaction in United States, Crisis Action in UK and International Council of Voluntary Agencies (ICVA) in Geneva. The Country Director is, through his engagement with the SC, regularly in contact with these networks on key issues of common interest for the wider INGO community in North Sudan. The SC also regularly engages with the South Sudan INGO SC and one of IAS local partners, Rural Action Against Hunger, is part of that SC.

IAS is also a member of NGO Voice and EU-CORD, the latter in which the Executive Director of IAS is serving as Chair for the next three years. IAS Sudan regularly coordinate/engages with the EU-CORD network.

The UN Cluster System is not yet fully recognized in North Sudan (due to the not yet clearly defined role of the Government) but it has nevertheless been tried in Darfur. In South Sudan it was rolled out in 2010.

IAS has always been a very active member in the WASH sector and continues to play a leading role in the sector, both on local level where IAS regularly attends and contributes to the sector as well as national level, both in Khartoum and Juba, where IAS is one of the key contributing actors to the sector. IAS assists in capacity building of local Government personnel and other INGOs, NGOs and CBOs involved in the sector. In 2010 IAS conducted a national workshop on bio-sand filters attended by leading actors in the WASH sector. In 2009 IAS conducted a one month training on construction of Solar Powered Mini Water Yards attended by leading actors in the state, both civil society and Government alongside IAS staff. IAS is currently planning a national workshop on drilling of boreholes. IAS also attends other sector and inter-sector meetings, such as Education and Health.

IAS has been contributing to the CAP (through the UN & Partner Humanitarian Work plan) since its launch in Sudan. IAS was, during 2007 and 2008 the INGO Forum Focal Point for CAP related issues. The Country Director is currently heavily engaged in the overall structure and functions of the Work plan and CHF

in Sudan through engagement in the CHF advisory group and other technical groups alongside OCHA and other UN agencies, INGO representatives and donors. Key issues currently being discussed are related to the effectiveness of the Workplan and CHF and how it should be structured after 9 July 2011 when the South secedes.

IAS has also been receiving a steady stream of CHF funds on an annual basis since 2006 which also give weight to the role IAS plays in the sector/cluster system since the allocation process is done through the sector/cluster.

Ethiopia:

The head office for the Ethiopia Somali region Programme is located in Addis Ababa and oversees programme activities in the country. The programme is headed by the country director supported by 4 staff representing programmes, finance and administrative functions at head office level. At field level, the programme has 2 field offices (in Jijiga and Asossa) supporting the special needs education and water projects respectively. There is a total of 13 staff employed by IAS at field office level.

IAS Ethiopia is involved in country coordination mechanisms with other stakeholders through representation in various meetings. It is in these forums that IAS shares its project implementation for information sharing and coordination purposes.

Level of involvement in in-country cluster-coordination, partnering with UN agencies, other INGOs and NGOs, as well as with local authorities:

- Local authorities
- UN OCHA
- Ethiopian Government's Disaster Prevention and Preparedness Commission (DPPC)
- Federal Ministry of Water Resources
- Government Regional Water Bureau
- UNICEF

5 year plan for Humanitarian interventions

Country	Project	Finances
Somalia	Emergency Education in Afgoye Corridor and Mogadishu	4 mill/year
Somalia	WASH project in Puntland	4 mill/year
Somalia	TVET project in Puntland	4 mill/year
Sudan	WASH project	4 mill/year
Ethiopia	WASH project	4 mill/year