

Area Rehabilitation Programme

World Vision

SUDAN

World Vision started operations in Sudan in 1983, closed in 1988 and then reopened in June of 2004 in response to the Darfur crisis. Later on, the organisation opened field offices in Khartoum and Blue Nile States. Currently, our largest operation is in South Darfur with approximately 80% of the total annual budget.



World Vision has experience of working in food security and livelihoods, food assistance, water, sanitation and hygiene, health and nutrition, childcare, gender development, and education programmes through the bilateral and multilateral support of donors such as DFATD, DFID, EC, GoG, Irish Aid, KOICA, OFDA and UN agencies.¹

Over the years, World Vision has established a strong working relationship with the communities and the Sudan government.

To effectively support these communities improve their resilience, strengthen systems and contribute to the well-being of vulnerable boys and girls, World Vision Sudan uses the Area Rehabilitation Programme (ARP) concept.

ARP is World Vision's innovative integrated programming approach in conflict-affected communities where child sponsorship is unsuitable. Unlike in the past where the focus of projects has been short term, the ARP model provides an opportunity for World Vision to commit to longer-term projects in specific geographical locations focusing on the holistic needs of children, their households and communities, through multi-sector and integrated programming.

The model focuses mainly on rebuilding livelihoods, water resources, health, and education systems. By taking a geographical, integrated focus, the ARP approach seeks to ensure greater community

participation and ownership of programmes while at the same time, building their resilience. The model therefore allows for long term planning and relationship building with communities because it's World Vision's intentional commitment to lay foundation for more sustainable and, resilience focused activities over a longer period of time (minimum of three years).

World Vision has used the ARP model from 2012 to 2015 in its Khartoum urban programme with the support of Korea International Cooperation Agency (KOICA) and in Blue Nile an ARP supported by World Vision Korea is currently being implemented.

In South Darfur, World Vision operates in an ARP like model however, because of limited long term and resilient focused funding, it has not been possible to fully adopt this model.

Why ARP

Despite the fact that World Vision's Sudan programme assistance has gone a long way in reaching the most vulnerable, its effectiveness has been hampered by the fact that assistance is often on a short term basis.

World Vision Sudan is primarily grant funded, in addition, the short time frames of grants for chronic humanitarian programmes means that by the time a grant is designed and initiated, World Vision has a very short time frame in which to carry out the projects before they come to an end.

¹**Acronyms:** Canadian Department of Foreign Affairs, Trade and Development (DFATD), UK's Department for International Development (DFID), European Commission (EC), Government of Germany (GoG), Irish Aid (Ireland Government), Korea International Cooperation Agency (KOICA), Office of US Foreign Disaster Assistance (OFDA).

Taking this into account and the fragile context of the Sudan operating environment, the ARP model is expected to address some of the primary causes and effects of this fragility at a community level, particularly in how they affect the well-being of children.

A long term approach is therefore crucial in consolidating such funding, as the planning is done in advance with the community, and World Vision's long term presence means infrastructure and our staff are already well established; making more meaningful and efficient use of short term funding. In addition, there is sharing of high humanitarian programming costs usually proportionately higher in unstable environments than in stable conditions.

The ARP approach is therefore set to enable World Vision achieve integration of projects that rely on grants and have varying project life cycles in the long run strengthening sustainability mechanisms and enabling continuity.

ARP approach is also critical to bridging the gap between prolonged emergencies and community recovery efforts.

Based on the lessons learnt, ARPs have enabled World Vision to focus on the needs identified by the community, hence making effective and efficient use of grant funding.

Opportunities

- **Relative peace and stability:** There is relative peace especially in South Darfur. The peace provides key opportunities for effectively implementing ARP and also harnessing peace-building lessons for fostering stability in the still volatile areas. If peace can be sustained it can be used as a selling point for incentivised movement of IDPs from camps to communities.
- **In depth contextual experience:** World Vision has been operating within this context for a long time. The implementation experience as well as a structure that is responsive to a sometimes fluid context provides a proper foundation for ARP planning including adequate scenario planning.
- **Willing communities:** Implementation of effective and sustainable ARP requires community commitment to facilitate gradual transfer of responsibility. Communities have demonstrated a willingness to contribute and engage in the development programme.
- **Strategic relevance:** It is a good opportunity because the Government of Sudan is also moving from humanitarian support to early recovery projects. Besides World Vision's initiative to implement the ARP model, the local government has geared up to support the shift towards early recovery and rehabilitation programming.

Some of ARP successes

World Vision is also successfully using this model in other fragile contexts. Some of them include: Somalia, South Sudan, Eastern Democratic Republic of Congo, and in North-Eastern Kenya (Sangailu region bordering Somalia) and in Asia (Pakistan and the northern part of Sri Lanka). While the focus in these areas is on emergency response, the ARP model makes it possible for World Vision to continue to effectively support recovery activities.

How is ARP aligned to the National Office Strategy

World Vision Sudan 2016-2020 strategy is based on the theme integrated programming using the ARP model in areas of relative stability. The model provides opportunities for long term commitment in specific geographical locations focusing on the holistic needs of children, their households and communities. Programming will focus on children as the primary beneficiary group, while striving to be community-based.

In Internally Displaced Persons (IDP) camps, World Vision will continue to provide emergency support while continuously carrying out assessments to identify opportunities for early recovery and rehabilitation projects.

How do we ensure sustainability

Central to the success of the ARP model is the importance of community participation, ownership, and empowerment. World Vision hopes these three components will ensure sustainability.

The ARP is developed jointly with and fully owned by communities and local stakeholders. Critical therefore, is the inclusion of the communities, right from the project initiation, problem identification and prioritisation, planning, implementation, monitoring and evaluation. World Vision also works in collaboration with local NGO partners and government authorities to carry out programme implementation.

Learning

The life cycle of ARPs is 3-5 years. This provides for continuous monitoring and evaluation to review the progress of the programmes. This is in line with World Vision's framework of Learning through Evaluation with Accountability and Planning (LEAP).

World Vision ensures that communities and key stakeholders, who are the ultimate owners of their own information, are involved in every phase of monitoring and evaluation of the programmes.

The evaluation process provides learning on the extent to which objectives are met as well as the effectiveness and efficiency of achieving results.

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