

## 2 The Programme of the NPA in Southern Sudan

### 2.1 Brief Description of Activities and Staffing

In early 1995, NPA ended a phase of rapid expansion begun at the time of the evacuation of the OLS agencies at the end of 1992. As the needs in the areas south of Juba in 1993 and 1994 increased dramatically while most NGOs were absent, donors like USAID funded NPA generously in order to assist the needy under the SPLA-controlled areas. Projects were mostly centred in the areas of Nimule and Chukudum, with a smaller presence in the Narus, Akot and Panyagor areas.

The projects that were carried out in 1995 were:

- Food, seeds and tools distributions in Boma, Kapoeta, Kongor, and Chukudum, as well as some non-food relief items.
- Agricultural rehabilitation in Chukudum, Labone, Akot and Aswa.
- Cattle vaccination campaign in Akot.
- Vocational training in Aswa.
- Scholarships and food for children's education in Narus, Aswa and Kenya.
- Medical supplies to Sudan Medical Care in Narus.
- Three hospitals in Nimule, Labone and Chukudum.
- Support to SRRA.

In order to carry out these activities, NPA had hired expatriate and local professional staff in the following areas: Nairobi (14), Chukudum/Labone/Nimule (27), Akot (2), and Koboko/Lokichokio (6), in addition to a roving field expatriate staff member. The actual number of local personnel, which include Sudanese hospital staff, drivers and maintenance personnel, was not reliably known by the Nairobi personnel and accounting offices. This is partly due to the fact that casual contracts can be renewed on a monthly basis, and many local staff members were more or less permanently employed on these casual contracts.

By January 1997, the programmes had shifted to the following:

- Food relief and agricultural rehabilitation in Boma, Kapoeta, Kongor, and Chukudum/Kapoeta counties, as well as some non-food relief items.
- Chukudum Hospital.

- Labone and Nimule Rural Hospitals.
- Chukudum Medical Training School.
- Support to SRRA.
- Cattle vaccination campaign in Akot.
- Vocational skills training in Chukudum.
- Community development projects in Akot and Chukudum/Nimule /Labone.
- Support to Sudan Medical Care in Narus.
- Support to unaccompanied minors.
- HIV/AIDS awareness.

The staff for these projects were in January 1997 as follows: 7 expatriate and professional staff members in Nairobi, 16 in Chukudum/Labone, 5 in Lokichokio/Koboko, 5 in Akot, 3 in Natinga/Narus, and 8 in Nimule.

**Table 1: Number of Professional NPA Staff at Different Locations**

Site	1995	1997
Nairobi	14	7
Chukudum/Labone/ Nimule	27	24
Lokichokio/Koboko	6	5
Akot	2	5
Natinga/Narus		3
Mobile	1	

Source: NPA Office in Nairobi

These figures reflect a real trend. The top-heavy Nairobi office has been slimmed down by half. This should be a positive move as most field staff found the Nairobi staff uncooperative and unproductive. The new staff in Nairobi also tends to have more persons with field experience, who are expected to have a better understanding of the needs in the field. The move is positive and reflects a new organisational chart and a new recruitment procedure.

## 2.2 MFA-funded Projects of the NPA

In 1996, the MFA started funding some new projects and significantly increased or decreased the funding of a number of other projects as illustrated in Table 2 below.

**Table 2: Allocations by MFA for NPA Projects in Sudan in 1995 and 1996 (NOK)**

Project Title	Number	1995	1996	Total
Food Relief	117607	985,000	2,310,000	3,295,000
Agricultural Rehabilitation	107608	1,554,000	2,180,000	3,734,000
Support to SRRA	117617	700,000	1,300,000	2,000,000
Relief Supplies	117624	1,922,000	532,000	2,454,000
Veterinarian Project	117625	2,254,000	1,977,000	4,231,000
Vocational Skills Training	117627	0	1,204,000	1,204,000
Community Development Projects	117628	0	1,293,000	1,293,000
Support to Unaccompanied Minors	117633	630,000	500,000	1,130,000
Support to Sudan Medical Care	117638	252,000	800,000	1,052,000
Chukudum Hospital	117640	1,526,000	0	1,526,000
Labone Hospital	117641	2,088,500	2,014,000	4,102,500
Nimule Hospital	117642	2,088,500	2,506,000	4,594,500
Chukudum Medical Training School	117643	0	309,000	309,000
Reallocated Additional Support		4,416,930	0	4,416,930
Administration		700000	846,250	1,546,250
<b>Total</b>		<b>19,116,930</b>	<b>17,771,250</b>	<b>36,888,180</b>

Source: The Norwegian Ministry of Foreign Affairs

The three new projects of 1996 are especially relevant and appropriate if MFA wants NPA to move more towards rehabilitation projects. All three projects score high in human resource development because they provide the Southern Sudanese with useful skills. Unfortunately the uncertain funding situation has resulted in the suspension of these projects.

The Chukudum Resource Centre for Vocational Training (CRC) is a vocational training centre which opened in 1996 and graduated its first batch of trainees at the end of 1996. The Centre trained 45 trainees in the fields of (i) agriculture/forestry, (ii) blacksmithing/insmithing, (iii) carpentry, (iv) building construction, and (v) appropriate technology. The trainees received basic education in all five fields and subsequently specialised in one field. The project got well off the ground and was very successful. The first batch of graduates returned to their homes in January 1997, and the demand for attending the training is high due to the good reputation the project had locally.

The Medical Training School's budget is funded by the MFA except for the salaries of the tutors which are covered by ECHO. There is some training of community health workers in Southern Sudan by some of the NGOs; however, no one is funding training of nurses and laboratory technicians in the Sudan. As the Medical Training School is attached to the Chukudum Hospital, the students

at this school receive very good practical training. The laboratory technician students need to work every day in the hospital's laboratory while the nursing students take shifts in assisting the nurses of the hospital's wards. It would be appropriate that the Medical Training School should also train medical storekeepers and medical assistants, in addition to the many nurses and laboratory technicians which the future Sudan will need.

The community development activities are primarily women's projects. For example in Chukudum, they included a tailoring workshop and the establishment of a tea shop. The tailoring workshop was given cloth for making hospital uniforms and mosquito nets. As the hospital needs uniforms and mosquito nets, the tailoring workshop was successful. Similarly with the tea shop. While the CRC was open, men used to go to the tea shop to buy tea and sweets.

The four activities, which received increased funding in 1996, are similar to the new projects in that they reflect a growing concern on the part of NPA in rehabilitation projects. Both the SRRA and the Sudanese who were interviewed agree that this will be the focus of the future since the Southern Sudanese must learn to be self-sufficient and cannot rely on relief supplies alone. Food relief accompanied by agricultural rehabilitation has proved to contribute to food self-sufficiency, as can be seen among many pastoralist Dinkas who have lost their cattle due to raiding. This is quite a remarkable achievement as it is very difficult to convince people to change their lifestyles. The NPA has, however, been quite successful at this, at least in the counties of Yriol and Rumbek.

It is positive that funding for relief supplies and the unaccompanied minors project is decreasing. Again, relief supplies create dependency and should only be distributed at times when people have been recently displaced. At present, there are not many on-going relief activities except for food and non-food relief supplies which are being distributed to the recently displaced persons of Keyala.

The unaccompanied minors project, whose main funder used to be the Dutch Embassy. The project is flawed on a number of grounds. First, the concept "unaccompanied" does not exist among the Dinka. All children have family, even if the biological parents are deceased. Second, the project catered primarily to Dinka boys whose fathers were SPLA officers. There might be some merit to schooling the sons of army officers, but it is not done for humanitarian reasons.

Finally, the Chukudum Hospital was found to be one of the best run hospitals in the entire Sudan<sup>1</sup> and even though the Labone and Nimule Hospitals were not visited, it may be assumed that they are run the same way.

The veterinary project is a "pet" project among the Dinka because they really love their cattle. Therefore, initiating a cattle vaccination programme was very

<sup>1</sup> The most recent review conducted by ECHO in the fall of 1996 is very positive as well as the 1995 Evaluation on the "Establishment of Emergency Surgical and Medical Hospital in Chukudum". The report indicates that the hospitals are run well and that the training of local medical staff at the Chukudum Hospital is particularly positive.

easy in the Akot area. As long as the needs are there, cattle vaccination should continue as the cattle are the wealth of the Sudanese pastoralists.

## 2.3 Programme Management

The management system adopted by NPA is decentralised to the Nairobi level, placing all the responsibility for strategic planning, recruitment, budgeting and programming on the Resident Representative. The Resident Representative is also responsible for the initiation and management of contacts with diplomatic representations and donor bodies, as well as press relations. It is clear that the amount of oversight exercised by NPA Oslo over the Southern Sudan programmes has been small.

Since May 1996, there has been an attempt to further decentralise and formalise functions below the level of Resident Representative, but this has been lengthy due to the extreme centralisation which previous Resident Representatives had carried out. NPA management in Nairobi has strived to clarify the distribution of responsibility of the geographical (sites) managers and the sectoral (project) managers, and the levels of responsibility of the liaison, the line and the support functions. Whereas in the past there have been no clear organisational charts and no standard recruitment procedures, we are beginning to see the emergence of a personnel policy and the beginning of a salary scale with standard fringe benefits.

The procurement systems have also become more systematised in the second half of 1996, although the contracting board for any purchase above 30,000 KSh (made up of the heads of finance, administration and logistics, plus the relevant programme managers) has only just been established. There has been an awareness that this domain has been the main weakness of the operation in terms of misuse of resources. It appears that before May 1996, and possibly on certain occasions since, the line functions (Programme Managers) have initiated and implemented the contracting arrangements without any participation of the Procurement Office.

The Lokichokio based Camp Manager and Logistics Officer have been merged into one single post of Area Representative over the second half of 1996. This has ended a curious division of labour where the running of the crucial Lokichokio compound was carried out as a separate function from that of logistics. The Area Representative appears now to be answering both to the Procurement and Administration Manager and the respective Programme Managers. He is also in charge of security issues, which is an important role implying extensive liaison work with the SPLA. This task was previously carried out by the Logistics Officer in Lokichokio.

At the project site level it seems that the Camp Managers are acquiring responsibility for the oversight of the particular Project Coordinators who were previously under the authority of the Programme Managers in Nairobi. This is less the case in other locations than Chukudum, which retains the largest concentration of NPA projects. Both the Camp Managers and the Project Coordinators have under them a number of Sudanese and expatriate staff with an expatriate salary (i.e.

a salary comparable to a low salary in Kenya for the Ugandan, Ethiopian or Kenyan staff), and local staff paid incentives or a small salary.

There are a number of staff members in NPA which are only loosely attached to any location for a prolonged period of time, which are the food monitors and the liaison (or capacity building) personnel. This mobility reflects the unpredictable nature of a large part of the emergency delivery work, and the flexibility it requires. It must be emphasised here that within a structure which has come to provide a little more guidance to its personnel, this category remains the most indeterminate of all. The personnel is often asked to accompany deliveries with little means of independent communication and movement from that of the transporter (which they are expected to monitor), with little guidance from management on what the parameters of the deliveries or services must be, and little available support if there is a need to oppose the practices of the representatives of local authorities.

The lack of precision of the structure and roles in NPA is attributable to the rapid expansion of the operation in the 1992-1994 period, and to the fact that successive Resident Representatives strived to preserve the versatility of the operation. For them the paramount virtue of emergency aid is its responsiveness, which is naturally limited by a fixed delineation of responsibilities. The Consultant, however, believes that the size and duration of the operation required a more systematic approach.

## **2.4 Inadequate Procurement Practices**

In the past there have been irregularities in the procurement system which led to losses of money. For example, in the past advances were made to contractors without receiving invoices. These unsound procurement practices have been documented by the auditors in their reports of the early 1990s.

Procurement has often been the weakest part of the aid management chain as field requests have often been graded low priority, and there have been examples of wrong supplies having been sent. Most of the radio messages recorded in the field camps are attempts at correcting the irregularity and unpredictability of the supplies. Some of these are essential to running the programs, particularly as regards transportation and communications. Part of the blame is attributable to the lack of training of the field staff in expressing requests for supplies. Part of it is attributable to poor management of procurement and contracting, such as the practice in previous years of paying for services in advance.

It must be noted that the new management of the NPA Nairobi office appears to have taken these problems into account and taken a series of corrective measures which include:

1. The use of a committee to review tender applications.
2. The creation of a post of internal controller in February 1997.
3. The introduction of cash flow charts for each program.
4. The introduction of guidelines for requests for supplies by the field.

## 3 Funding of the NPA Programme

### 3.1 Overview

Over the years the Norwegian Government has been funding substantial parts of the NPA programme in Sudan. In 1995, the MFA contribution was NOK 19 mill., which covered 22 percent of the total expenditures. USAID contributed with NOK 60 mill or 68 percent of the total, while a number of smaller contributions from ECHO, NOVIB, CARITAS, CHRISTIAN AID and funds raised by NPA in Norway covered the remaining 10 percent of the budget. Accounts of 1996 are not yet available, but USAID was again the largest donor, while MFA contributed with NOK 17,7 mill. The MFA contribution was released in October of 1996.

### 3.2 USAID Funding

Since 1993, the United States Government, through its USAID Sudan Field Office has been the largest contributor to the Southern Sudan Programme of the NPA. The NPA is the second largest recipient of US funds after the US-based Catholic Relief Service. This is due to the fact that NPA has been willing to work in high risk areas and carry out relief flights outside the OLS umbrella clearance. The Sudan Field Office has also appreciated the speed with which NPA operations have responded to needs. USAID has never asked for, nor received any, copies of internal NPA audits.

In 1995, USAID carried out a food aid commodity audit which concluded that there were monitoring deficiencies in NPA which included (a) no tracking of lost supplies, (b) lack of quality control at procurement, and (c) no accounting for carry over of stocks. Quarterly reports were often delayed and of poor quality. The Sudan Field Office was very surprised at the sudden decision to remove the Resident Representative in May 1996 since cooperation with the NPA was very much dependent on the strengths of the relationship with this person.

A rapid turnover of staff, insufficient handing over of duties to the Resident Representative's successor, lack of dialogue with the Sudan Field Office on the part of both the NPA Nairobi and Oslo offices all contributed to increasing the concern of USAID in Nairobi. The Sudan Field Office rejected NPA's 1997 proposal to increase funding. Instead USAID requested NPA to carry out a pipeline analysis in order to determine how much money could be carried over into early

1997 at a no-cost extension. The Sudan Field Office also requested that all the regulations of the US food assistance should be followed to the same degree as other similar operations carried out by Catholic Relief Services. Furthermore, the responsibilities of the NPA in areas accessible by Operation Lifeline Sudan logistics should be transferred to other organisations.

The Sudan Field Office has, however, decided to carry on using the NPA as a channel for supplying relief food aid to areas west of the Nile. The NPA has been requested to endorse USAID's priorities and to concentrate its work on certain core functions where its strong points lie. The NPA is the only large NGO which is able to operate without prior clearance from the Sudanese Government. It is quite probable that the land routes through Uganda to areas west and north of Kajo Keji will become inaccessible due to insecurity, as is the case with the routes through Zaire which have been closed in the recent months.

### 3.3 Inadequate Donor Monitoring

Despite the considerable funding that the NPA has received from a number of donors, the monitoring of those funds has been weak. The four main donors of NPA, have rarely undertaken systematic monitoring of NPA activities. The Dutch Ministry of Foreign Affairs did an internal report on the quality of the implementation of a programme it supported in 1995, and USAID carried out an audit on the proper delivery of its food aid in September 1995.

There have been many visits to the field by representatives of various donors, but these were more to define the evolution of needs than to advise on the management of the aid, or on the policy orientations. Several donors have admitted that their control systems are too limited. Most donors preferred to trust the judgement of the Resident Representative than to engage in the scrutiny of a very large and complex operation, even by Sudanese standards.

This situation is about to change. The Dutch Ministry of Foreign Affairs intends to carry out a review of the work of NGOs in Southern Sudan comparable to the review which has been carried out for OLS. The USAID Sudan Field Office plans to conduct an assessment of the assistance provided through the NPA. ECHO has recently created a new post of Technical Assistant in Nairobi to oversee health programmes. The current "Evaluation of Norwegian Humanitarian Assistance to the Sudan" is the first time that the Norwegian Government is systematically gathering information about the assistance provided through the NPA.



## **4 Key Findings, Conclusions and Recommendations**

### **4.1 Key Findings**

The following four key findings, relating directly to the specific points in the terms of reference of the verification, have emerged from the field study:

1. By and large, the NPA projects in Southern Sudan, funded by the Ministry of Foreign Affairs, are operating in accordance with the proposals for funding submitted to the Ministry.
2. Due to the delay in the preparation of the auditor's report, the study cannot confirm whether proper financial practices have been adhered to in 1996 and 1997. The operation as it was in May 1996 was in need of reform. There were many cases of misuse of funds, including fraud. There is still a large stock of equipment and supplies, which the organisation is not able to account for, but serious efforts are being made to recover or account for them. Changes previously requested by the auditor are now being implemented.
3. The problematic situation in and around the office of the NPA in Nairobi has generated a climate of great uncertainty with a significant negative impact on staff morale and productivity. The programmes in Southern Sudan have, however, shown a remarkable degree of resilience to all the changes, conflicts and accusations in Nairobi. The newly recruited personnel seem to be able to continue the programmes and implement the changes required in programme management.
4. USAID is likely to continue its funding of NPA activities in Southern Sudan as discussed in Section 3.2 of the report. Should this stop, however, the profile of the NPA operation would change dramatically, from a large handler of emergency food aid to that of an agency centered on capacity building. The effect on the NPA would not be as dramatic as funding figures would indicate because most of the food aid is presently handled through private contractors and local counterparts.

## 4.2 Overall Conclusion

The programme of the NPA in Southern Sudan has been implemented under extremely difficult conditions in a complex and ever-changing political and military context. The programme has suffered from inadequate management and financial irregularities, including unsound contracting practices and inadequate personnel procedures. The NPA has taken a number of important steps in 1996 to improve programme management. Conflicts among and between present and former employees has resulted in a long list of accusations. The situation is still fragile and further management improvements are required. The projects funded by the Ministry of Foreign Affairs are considered relevant to the situation in Southern Sudan. Taking the difficult situation in the different locations into consideration the projects have been effectively implemented by the NPA. The projects, some of which discontinued due to lack of funding, are highly appreciated by partners and beneficiaries in Southern Sudan.

## 4.3 Recommendations

Provided that the report by the auditor, which was due on 17 January 1997, does not disclose hitherto unknown recent examples or substantiated indications of gross misuse of funds, it is recommended that:

- 1) The MFA resumes funding of NPA projects in Southern Sudan for the second and third quarters of 1997 at the level of funding provided in 1996 under an agreement with NPA, stipulating:
  - a) that monthly progress reports, prepared in accordance with a standard outline to be agreed between the two parties, should be submitted to the MFA; and
  - b) that regular meetings should be held at least every month between the Embassy of Norway in Nairobi and the Resident Representative of the NPA.
- 2) A review should be undertaken in August 1997 to determine the status of the projects supported by the MFA and the progress of NPA in terms of improvements in programme management. If the conclusions of the August review are positive, funds for the last quarter of 1997 should be released and discussions with regard to the support for the 1998 programme should be initiated.

It is also recommended that the MFA - with reference to the present report - should suggest to the NPA that a Deputy Resident Representative be posted in Nairobi as soon as possible. The present Resident Representative (R.R.) is isolated in a job, which requires a combination of skills and qualifications rarely found in any one single person. The new appointee (none of the staff members currently in Nairobi would be able to fill this function) should assist the R.R. as policy adviser and in communicating with staff and external stakeholders. He/she should have outstanding skills in human resources management and conflict resolution.

**ANNEX 1**

**Terms of Reference**

**TERMS OF REFERENCE - VERIFICATION - THE NORWEGIAN  
PEOPLE'S AID'S (NPA) ACTIVITIES IN THE SUDAN**

1. The Consultant shall undertake a preliminary verification of NPA's projects in Southern Sudan in connection with the planned evaluation of Norwegian humanitarian assistance to the Sudan. A report on this preliminary verification shall be presented to the Ministry no later than 17 February 1997. The Consultant shall be available for an oral report on 6 February, if requested by the Ministry.
2. The objective of the verification is to clarify that the ongoing projects are operating in line with the Ministry's preconditions and guidelines, including administration and financial management. Any indications of misuse of funds or other resources in 1996 or 1997 should be reported.
3. A possible negative impact of administrative problems at its head office in Nairobi on field activities should be explored.
4. The impact of a possible elimination of US-funding on NPA's project activities in Southern Sudan should likewise be explored.

**ANNEX 2**

**List of Persons Met**

## LIST OF PERSONS MET AND ITINERARY

*Oslø, Norway, Wednesday, 8.1.1997*

Marit Sørvald, Senior Executive Officer, Evaluation Unit, Royal Norwegian Ministry of Foreign Affairs (MFA)

Erik Berg, Head of Evaluation Unit, MFA

Kjell Harald Dahlen, Regional Adviser on Africa, MFA

Jorunn Maehlum, Assistant Director General, Department of Political Affairs, MFA

Kjetil Paulsen, Head of Division, Humanitarian Affairs and Human Rights, MFA

Halle Jørn Hanssen, Secretary General, Norwegian People's Aid (NPA)

Egil Steen Wisløff Nilssen, Head of International Department, NPA

*Nairobi, Thursday, 23.1.1997*

Hans Havik, Resident Representative, NPA

Dan Ifte, Liaison Officer, NPA

Patricia Kormoss, Technical Assistant, ECHO

R. Treffers, Ambassador, Dutch Embassy

Gilles Plug, Dutch Embassy

*Nairobi, Friday, 24.1.1997*

Carolyn Hall, Health Coordinator, NPA

Ove Christian Danbolt, Ambassaderåd/Chargé d'affaires

Mr Kiplagat, former Secretary of State-Foreign Affairs, Kenya

*Flight Nairobi-Akot, Yirol and Rumbek Counties, Saturday, 25.1.1997*

John Namasa, Agriculture Project Manager, Rumbek County  
 Dan Iffe, Liaison Officer, NPA  
 John Wagner, Programme Coordinator, NPA  
 Diress Mengistu, Agriculture Programme Manager, NPA  
 Ezana Getahun, Agriculturist/Training, NPA  
 Maiwa Kibata, Veterinarian, NPA  
 Pur Ciengan, Agriculturalist, NPA  
 John Mana, Camp Manager, NPA

*Akot, Sunday, 26.1.1997*

*Site visits:*

*Barpakeny marketplace*

*Mabui Training Center for Agricultural Rehabilitation*

*Mapodit SRRA and Centre for Community Development*

*Horich Soap-making Project*

*Cattle Camp*

Jok Mayong, SRRA Secretary, Rumbek County  
 Daniel Makur, SRR Secretary Yirol County  
 Andre, SPLM Commissioner, Yirol County  
 Enoch, SPLM Acting Commissioner, Rumbek County  
 Daniel, SPLA Commander, Yirol County  
 Dr Elijah, Medical Coordinator, Billing Hospital  
 Chief Tut, Akot  
 Mr Geleta Gemechu, Radda Barnen Coordinator  
 Logistics Manager, Oxfam

*Flight Akot-Lokichoggio, Monday, 27.1.1997*

Jan Kolaas, Area Representative, NPA Lokichokio  
 Meetings with NPA Lokichokio camp staff

*Lokichoggio, Tuesday, 28.1.1997*

Mgr Paride Taban, Bishop of Torit  
 Dominik Stillhart, Head of Sub-Delegation, International Committee of the Red Cross (ICRC)  
 David Kagunda, Deputy Programme Officer, UNICEF  
 Alosio Emor Ojetuk, SRRA Liaison Officer  
 William Simpson, OLS Security Officer  
 Vincent Imoo, National Programme Officer, UNICEF  
 Ydo Jabobs. Programme Coordinator, Diocese of Torit

*Drive Loka-New Cush-Chukudum, Wednesday, 29.1.1997*

CRS Staff in New Cush  
 SRRA Staff in New Cush

*Chukudum, Thursday, 30.1.1997*

Age, NPA Camp Manager  
*Site visits of Chukudum Hospital, Training School, Chukudum Resource Center, Women's Projects*  
 Meetings with Project Staff

*Chukudum, Friday, 31.1.1997*

H.E. Commissioner Peter Longuale, Kapoeta County  
 Maximilo Alan, Member of National Liberation Council  
 Father Emilio Paul Lotiki  
 Commander Jacob Lebok  
 H.E. Regina Amoris, Community Development and Mobilization  
 Victor Odon, SRRA Field Advisor, Chukudum  
 Paul Atome, Secretary Commissioner  
 Moris Aricori, Peace Administrator  
 Josef, Secretary Payam Administrator  
 Lino Atiolo, Acting Civil Administrator



Paterino Lege, SRRA Agricultural Coordinator

*Meeting with students of Medical Training School*

*Flight Logutok-Lokichoggio-Nairobi, Tuesday, 4.2.1997*

*Nairobi, Thursday, 6.2.1997*

David Deng, Technical Assistance, SRRA

Arthur Akuien, SRRA

Samson L. Kwaje, Acting Secretary for Information, SPLM

Mario Muor Muor, General Secretary, SRRA

Chuol Rambang, Upper Nile, SRRA

Larry Meserve, Chief, Sudan Field Office, USAID

Dr. Dau Aleer Abit, Managing Director, Sudan Medical Care (SMC)

Alier Riak Makol, Deputy Managing Director and Projects Officer, SMC

*Nairobi, Friday, 7.2.1997*

Peter Avenell, Food Security Programme Manager, NPA

Kenneth Miller, Deputy Food Security Programme Manager, NPA

Carylus Odiango, Chief Finance Officer, NPA

Sapientia Mkok, Personal Assistant to the Resident Representative

Nicolas Southern, Country Field Director, SCF South Sudan

Lual Deng, currently Project Coordinator, UNNSO

*Nairobi, Monday, 10.2.1997*

Vidar Andzjoen, Procurement and Administration Manager, NPA

Dr. Pauline Riak, Chairperson, Sudanese Women Association in Nairobi (SWAN)

23 members of SWAN and Sudan Women Voice for Peace (SWVP)

Ted Chaiban, Director, CRS Southern Sudan Programme

*Nairobi, Tuesday, 11.2.1997*

Dan Iffe, Liaison Officer, NPA

Harnish Young, Humanitarian Principles Unit, UNICEF/OLS

Paulette Nichols, Programme Coordinator, OLS/Southern Sector

Simon Wood, KPMG-Peat Marwick auditor

Catherine Karumo, Personnel Officer, NPA

Hans Havik, Resident Representative, NPA

Geoff Loane, Head of Regional Delegation, ICRC

Graham Wood, former Acting Resident Representative, NPA

*Flight Nairobi-Copenhagen, 12.2.1997*