



# FINAL NARRATIVE REPORT

**Sudan**

Thematic window  
Youth, Employment & Migration

## **Joint Programme Title:**

Creating opportunities for Youth Employment in Sudan

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April | **2013**

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# Prologue

The [MDG Achievement Fund](#) was established in 2007 through a landmark agreement signed between the Government of Spain and the UN system. With a total contribution of approximately USD 900 million, the MDG-Fund has financed 130 joint programmes in eight Thematic Windows, in 50 countries around the world.

The joint programme final narrative report is prepared by the joint programme team. It reflects the final programme review conducted by the Programme Management Committee and National Steering Committee to assess results against expected outcomes and outputs.

The report is divided into five (5) sections. Section I provides a brief introduction on the socio economic context and the development problems addressed by the joint programme, and lists the joint programme outcomes and associated outputs. Section II is an assessment of the joint programme results. Section III collects good practices and lessons learned. Section IV covers the financial status of the joint programme; and Section V is for other comments and/or additional information.

We thank our national partners and the United Nations Country Team, as well as the joint programme team for their efforts in undertaking this final narrative report.

MDG-F Secretariat



<b>Other:</b>	Kadugli & Delinj in SKS; Damazin, Roseries, Bau, Tadamon in BNS; Elobeid, Bara, Nuhoud in NKS
<b>TOTAL:</b>	USD 9,339,999 BharElGhazal;Wau;Malakal

Final Joint Programme Evaluation	
<b>Final Evaluation Done</b>	No <input type="checkbox"/> <input type="checkbox"/>
<b>Mid-Term Evaluation Report ,YES</b>	<input type="checkbox"/>
<b>Date of delivery of final report: April 2013</b>	

Joint Programme Timeline
<b>Original start date :</b> November 2009
<b>Official end date :</b> 31 August 2012
Duration to finalize all outstanding matters:2009 to December 2012

Participating Implementing line Ministries and/or other organisations
At the Federal Level:
Federal Ministry of Culture, Youth and Sports, Co-Chair (FMoYS);
Central Bank of Sudan - Microfinance Unit (CBoS-MFU);
Federal Ministry of Labour, Public Reform, and Administrative Development (FMoLPRAD)
Federal Ministry of Industry / State Industry Units (FMoI)
Federal Ministry of General Education (FMoGE)
Federal Ministry of Agriculture and Forestry (FMoAF)
National Council for Literacy and Adult Education (NCLAE)
Sudan National Aids Programme (SNAP)
At the State Level:
State Ministries of Youth & Sports (SMoYS)
State Ministry of Finance & Economy - Investment Unit (SIU)
State Ministry of Social Development (SMoSD)
State Ministry of Agriculture & Forest (SMoAF)
State Ministry of Rural Development (SMoRD)
State Ministry of General Education (SMoGE)
State Ministry of Health (SMoH in South Kordofan)
Cooperative Unions (CU)

## Introduction

This narrative Report covers the implementation of the Joint Programme (JP) "Creating Opportunities for Youth Employment in Sudan". This JP has been developed within the framework of the MDG-F Youth Employment and Migration Thematic Window. Initially, the JP covered both Sudan (North) and South Sudan, but as of July 2011 the programme was separated into two country programmes, i.e. the UN JP for Creating Opportunities for Youth Employment in Sudan (YEM, with UNIDO as lead agency), and the UN/RSS JP for Creating Opportunities for Youth Employment in South Sudan (YEP, with ILO as lead agency). The budget was distributed almost equally between the North and the South with a total of USD 4,517,291 for the South and USD 4,482,708 for the North.

This Report provides implementation details of the YEM programme, co- chaired by UNIDO. A separate report on the activities for South Sudan is to be provided by ILO, the co-chair for South Sudan.

This final report is providing an account of the factors for success and limitations in inter-agency tasks within the One UN Framework – Delivering as One-. It identifies the Programme's degree of implementation effectiveness among its participants, its contribution to the objectives of the YEM thematic window, and the Millennium Development Goals at the local and country level.

The YEM Programme ended officially on 31 August 2012, after the approval by the MDG-F Secretariat with a no-cost extension. However, as security considerations did not allow for continuous implementation as foreseen, the planned implementation had to be postponed and moved to the following months to enable finalization of project work foreseen for the SKS , and other project sites.

The YEM aimed at providing skills development and livelihood opportunities to the youth ( for persons between the age range of 15 and 25 years) with particular attention to migrants, including women returnees and demobilized soldiers. Many of them left their communities with hopes for a better future, with little or no access to vocational skills and technical education. The Comprehensive Peace Agreement (CPA) in 2005 provided an enabling environment for more than four million displaced people to return to their homes and communities, both north and south.

The programme partners and stakeholders in Sudan which were involved in joint project implementation are mentioned on page 1 and 2 of this Report. The YEM programme used as its intervention strategy a holistic approach with the involvement of various technical agencies; building coordination capacity, and responding to regional differences. A participatory approach was taken for building on national priorities and maintaining complementarities with ongoing programmes to sustain development impact.

The estimated number of persons reached and institutions assisted are as follows:

Direct beneficiaries	Men	Women	Institutions/several levels	Local institutions on sites
Targeted #	2738	1862	7	45
Reached #	1445	2357	8	53
Indirect beneficiaries	Men	Women	Institutions/several levels	Local institutions on sites
Targeted #	0	0	1	11
Reached #	1030	584	62	55

## I. PURPOSE

### a. Brief introduction on the socio economic context and the development problems addressed by the programme.

The programme was developed to support the Comprehensive Peace Agreement signed in 2005 by providing interventions in developing skills, livelihood and employability of youth, women and vulnerable groups displaced during the long drawn civil war between North and South Sudan, particularly at the border states. For the North (Sudan) the programme focused on assistance services in three target states of South Kordofan, Blue Nile and North Kordofan which replaced Abyei as agreed jointly by the Government and UNRC due to Abyei's other needs and circumstances. The programme aimed to address a wide range but inter-related constraints faced by target beneficiaries starting with illiteracy to a lack of technical and employable skills and means for livelihood, including lack of access to capital / finance. It also aims to address health issues on women reproductive health and HIV-AIDS. Moreover, it intended to raise improvements of the national policy and its programme framework towards migrant youth employment.

At the start of the programme, the main target states, South Kordofan and Blue Nile States were in the process of re-building government institutions and infrastructure devastated by the civil war. Poverty and displacements were prevalent with more than 400 youth scavenging for food and shelter at the public market in Kadugli, the state capital of South Kordofan State. The state has an area of 155,000 square kilometers, populated by 1.406 million people, largely depending on agriculture production for livelihood. There were approximately 60 thousand IDPs, and 277.2 thousand returnees recorded from other states. On the other hand, the socio-economic situation in Damazin, the capital of Blue Nile State and the outlying villages was relatively better than Kadugli because it was not devastated by the war and has more diversified economic base with the construction of the Roseries Dam, presence of corporate farm operations, mixed agricultural production and other support businesses. It is much smaller with an area of 45,844 sq.km and population size of 832.1 thousand, it but serves as a transition point for spontaneous returnees from other states in both North and South Sudan. There were about 165 thousand IDPs recorded. Adjacent to South Kordofan, en route to Khartoum, is North Kordofan State with a more developed infrastructure and diversified economic structure that attracts migrants from conflict affected areas. Its capital, Elobeid is the second oldest city in Sudan, while this State is the second most progressive state within the country. The State has a total land area of 220,000 sq. km., populated by 2.921 million with a high population growth rate of 10% over the past ten years, mainly due to internal migration. Within the two states are pockets of IDP settlements without basic amenities. In all the target states, delivery of basic services and income generating opportunities provided by INGOs were stopped with their expulsion in May 2009, adding even more burden to limited government resources.

While the poverty prevalence is more pronounced in the post-conflict affected target states, poverty is widespread in the country and increasing with the loss of oil revenues after the separation of South Sudan, as an independent state, outbreak of hostilities increased at the borders and in the target states of South Kordofan and Blue Nile. According to the 2011 Human Development Report, Sudan ranks 153 among the 177 poor countries. The World Bank estimated that between 60 to 75% of the population in "the North" is still living below the poverty line of one US dollar a day. UNDPs estimates about 12% of the population are internally displaced persons (IDPs). Recurrence of conflicts in the target states have derailed the progress towards rehabilitation and development undertaken by the Government and International Development Agencies, including the JP.

**b. List joint programme outcomes and associated outputs as per final approved version of joint program Document or last agreed version.**

**Outcome 1: Employment creation for migrant youth is mainstreamed into national development frameworks**

- Output 1.1. Effectively coordinated youth employment initiatives among MoCYS, & integrated multi- sectoral policies developed with relevant ministries
- Output 1.3. Strategies and programs in place at the Ministry of Industry to assist State Industry Offices, starting with South Kordofan, develop private enterprises for increased employment opportunities among the youth
- Output 1.4. Micro finance policies conducive to youth employment developed with Central Bank of Sudan
- Output 1.5. Integrated youth and adolescence national plans including guidelines on vocational training developed conducive to youth employment

*Note: Output 1.2. to be reported separately for South Sudan (by ILO)*

**Outcome 2: Policies and measures are in place to help young returnees enter and remain in the labour market**

- Output 2.1. State level action plans for employment developed in 3 states in line with outcomes of youth employment stakeholder forum
- Output 2.2. State Plan on functional literacy developed for Blue Nile & South Kordofan
- Output 2.3. Analysis undertaken on strategic economic sectors, labor force supply and demand and opportunities for youth self employment in 3 States
- Output 2.4. Enhanced capabilities of at least 3 Meso-level delivery institutions per state to implement youth development policies and services
- Output 2.5. Curricula for short term vocational/technical skills training and entrepreneurship development are prepared and public and private training institutions have enhanced management capacity in Southern Kordofan
- Output 2.7. Reduced youth vulnerability towards HIV through increased accessibility and acquisition of information, knowledge and life skills on HIV

*Note: Output 2.6. to be separately reported for South Sudan (by ILO)*

**Outcome 3: Innovative interventions to create concrete employment and training opportunities for the youth developed and implemented in 3 states**

- Output 3.1. ALP and vocational training opportunities available for adolescents with special focus on girls and ex-child soldiers
- Output 3.2. Employability of youth improved through adoption of short and medium term literacy skills with special focus on females
- Output 3.3. Women empowered to increase employability and benefit from employment opportunities
- Output 3.4. Enhanced employability and empowerment of youth through volunteering assignments
- Output 3.5. Vocational and technical skills training and entrepreneurship development courses offered for youth in Southern Kordofan
- Output 3.6. Local capacity of running training for micro and small enterprises and developing cooperatives / associations enhanced at state level
- Output 3.7. Micro finance capacity building and micro-business start-up supporting mechanisms established for boosting youth self employment
- Output 3.9. Young returnees have improved access to training and ability to engage in sustainable productive employment in areas of return in Southern Kordofan
- Output 3.10. Rural youth (particularly returnees and juvenile demobilized soldiers) have acquired life skills and capacities for agricultural production, livestock production, livestock husbandry, food marketing and other food, agriculture and environment related sustainable rural income generating activities in Blue Nile

*Note: Output 3.8. to be separately reported for South Sudan (by ILO)*

**c. Explain the overall contribution of the joint programme to National Plan and Priorities**

The Joint Programme has drawn attention of the Federal Ministry of Youth & Sports to expand its focus (services and policies) to youth employment issues by initially drafting the Strategy of Training 5 Million Youth (2009), and the creation of the National Youth Employment Scheme (NYES) in 2011, attached to the Ministry, to effectively coordinate its work with the JP Implementing agencies in programme implementation and to carry out other initiatives for youth employment, nationwide. It has provided platforms for discussions on youth employment and related issues and initiated collaboration among different ministries and stakeholders at the state and federal levels to work with the UN Implementing Agencies in addressing the above issues. It has established entrepreneurship and self-employment as viable alternatives to immediate income generation among youth, women and vulnerable groups trained on marketable skills and basic small business management. Vocational and technical skills training for employability has to correspond with the market demands, instead of gearing only for certification using machineries and equipment available in the training institutions (VTECs). It has also shown easy access to micro financing to boost self-employment among the youth, including women. Moreover, the programme's support to strengthen and integrate accelerated learning programmes and functional literacy programmes, within the national and state general education system, contributed to increasing literacy rates. Likewise, the women's reproductive health and HIV-Aids awareness component of the programme supported priorities on related health issues.

**d. Describe and assess how the programme development partners have jointly contributed to achieve development results**

Initially, considerable efforts had to be exerted to explain the technical assistance nature of the project, its limited scope as a pilot and available funding to the lead counterpart agency and some partner organizations officers at the Federal and State levels. This was exacerbated by the changes of Federal Minister and project focal persons. When the State Programme Management Committees were organized and the YEM-Units within the State Ministries of Youth composed of ministry staff (3-4) were established and functional, they positively and actively contributed to implementation of activities at the target states. The SPMCs monitored the implementation of activities, suggested solutions to challenges and improvements and enhanced coordination among state agencies up until the access to the states were restricted. The YEM-Units staff of the FMoYS worked closely with UN Implementing agencies in carrying out the tasks as part of their on the job learning aside from attending training programs with other partner organizations staff to build up their capacities. The staff continued to function as focal points and implementors under the guidance of UN agencies when travel to the states was restricted, especially in South Kordofan. At the Federal Level, the Federal Ministry of Youth designated Officer (later NYES Director) co-chaired the periodically held National Programme Management Committee meetings where implementation progress, challenges and the ways forward were discussed to expedite implementation among Federal Counterpart Organizations and UN Implementing agencies. To the extent possible, the NYES Director and the State Counterparts have exerted efforts to enable agencies' access to the states project sites, and helped UNIDO in making representations with the National Security Office when training activities were halted at the Livelihood Training Center built by IOM in South Kordofan. Their varying cooperation and support to the JP progressed implementation, in spite of major security challenges.

Among the UN Implementing agencies, periodic coordination meetings were held for better complementation and synergies of outputs. Joint missions with development partners to the states were undertaken and meetings among concerned agencies were undertaken to resolve issues, and to chart the best ways forward. Good teamwork was established among focal points, and this had definitely contributed to collaborative efforts to achieve project results.

## II. ASSESSMENT OF JOINT PROGRAMME RESULTS

- a. **Report on the key outcomes achieved and explain any variance in achieved versus planned results. (results oriented to present results and illustrate impacts of the pilot at policy level)**

**On outcome 1: Mainstreaming of employment creation into national development frameworks:**

- Youth employment initiatives have been increasingly coordinated within the Government under the National Youth Employment Scheme (NYES). The State Ministry of Finance & Economy – Investment Unit has included delivery of enterprise and business plan training and related small business development advisory services in their 2013 work plan with budgetary support from the State. Training and related services will continuously be carried out by trained trainers thereby expanding outreach to all localities. Linkages with the Federal Ministry of Industry (FMOI) for information exchange on market, technology and available support to micro and small enterprises has been established between the State Investment Units of South Kordofan, Blue Nile & North Kordofan and the Federal Ministry of Industry and attached technology research institutes. Realizing the benefits from the linkages established, FMOI intended to replicate and scale up involving all other states in the North. (UNIDO).
- Reports on the micro finance study with recommended schemes and guidelines to more effectively provide easy access to finance has been completed and endorsed at the State and Federal Levels and published in both UNDP and CBoS-MFU website. Recommended micro finance policies conducive for youth adopted by Central Bank of Sudan. (UNDP)
- A National sub-sectoral plan on youth education has been developed and institutional capacities of partner organizations (NCLAE of the FMOGE and SMOGE) on youth information data base strengthened. The plan and continuous monitoring and updating of data bases will impact on increasing literacy rates in the country. (UNICEF)

**On Outcome 2 : Policies and measures in place to help young returnees enter and remain in the labor market:**

- State Steering Committees formed for round table discussions and workshops on state action plans conducted for job creation. (ILO)
- State action Plans for functional literacy developed and completed for Blue Nile State and South Kordofan States. (UNESCO)
- A Labor Market Study for South Kordofan, North Kordofan and Blue Nile States completed, presenting analysis of strategic economic sub-sectors, labor force supply and demand and opportunities for youth self employment in three target states. (UNDP)
- 45 Staff trained on public employment services in three states and Khartoum (ILO)
- Ten (10) Curricula on entrepreneurship, and marketable livelihood skills developed and 7 partner organizations strengthened in delivering technical training and business development assistance to target beneficiaries in South Kordofan. (UNIDO)
- HIV-AIDS prevention training programmes were integrated in various combined training activities and workshops.

**On Outcome 3: Innovative interventions creating concrete employment and training opportunities for youth developed and implemented in 3 target states**

- Accelerated Learning Program and vocational training opportunities with special focus on girls, young women and ex-child soldiers have been introduced

- b. **In what way do you feel that the capacities developed during the implementation of the joint programme have contributed to the achievement of the outcomes?**

The JP is the first attempt for UN agencies in Sudan to deliver jointly, thus enabling agency's

focal persons and staff, as well as beneficiaries to know more about each agency's competencies, opening avenues for knowledge sharing, complementation and synergies in achieving outcomes.

Partner organizations at the Federal and State Levels staff trained as trainers (TOTs) and conduits of technical assistance has carried out training programs to office colleagues and beneficiaries achieving capacity building objectives, mainstreaming delivery of assistance with relevant government and private organizations and reaching more target beneficiaries.

Target beneficiaries have applied knowledge, employable technical skills and aptitudes to immediately earn income with technical cum business management skills obtained from the training and starter tool kits (UNIDO), farm tools and farm inputs (FAO) and initial micro finance (UNDP) provided by the program. These encouraged other beneficiaries to participate fully in the succeeding training programs.

- c. Report on how outputs have contributed to the achievement of the outcomes based on performance indicators and explain any variance in actual versus planned contributions of these outputs. Highlight any institutional and / or behavioural changes, including capacity development, amongst beneficiaries / rights holders.**

Direct beneficiaries trained have shown eagerness and perseverance in using their technical and entrepreneurial skills and insights to start small businesses or to find jobs in their areas. The motivation shown by young women was even higher compared to that of men. Overall the, beneficiaries understood that continuous training and education to respond to market demands should be the focus. Their approach to health and safety issues as well as functional literacy was a positive one. The changes have been clearly observed by the counterpart agencies, which made it easier for them to propose increased involvement and facilitate institutional assistance (MoYS).

- d. Who are and how have the primary beneficiaries / right holders been engaged in the joint programme implementation? Please disaggregate by relevant category for your specific joint programme(e.g. gender, age).**

Primary beneficiaries of the JP are youth with special attention to women and returnees, aged 15 – 35 and staff of public and private partner organizations whose capacities are enhanced for continuity of training and technical assistance initiated by the JP after implementation. They have been engaged in the implementation of the JP as active participants of training and technical assistance, starting with consultations during the training needs assessment (TNAs), selection of participants and follow through monitoring. Their preferences on skills were considered during the selection process. Talented primary beneficiaries (youth) were trained as trainers for technical skills, learning training skills from out of State Trainers and were engaged to conduct succeeding training runs in order to build core trainers groups in the states. On the other hand, staff of partner organizations, particularly the YEM Unit staff at the State Ministry of Youth, were directly involved in planning, implementation and monitoring of all JP activities implemented in the states as part of the capacity building strategy followed in the implementation. They and other staff of the partner organizations were trained as trainers of the training programmes (TOTs) carried out by the JP and later on tasked to conduct training programs to end beneficiaries( Young women and male beneficiaries).

Broad based participation of the primary beneficiaries / rights holders started during the Inception phase when workshops were conducted at the State levels (South Kordofan and Blue Nile States) where their views were seriously considered and incorporated to the main strategies and approach and content of the programme. Such participatory and consultative approaches were carried out in the implementation of the JP from broader based involvement of beneficiaries in the studies undertaken to smaller groups of key stakeholders in the State Programme Management Committee Meetings.

- e. Describe and assess how the joint programme and its development partners have addressed issues of social, cultural, political and economic inequalities during the implementation phase of the programme:**

**i) To what extent and in which capacities have socially excluded populations been involved throughout the programme?**

Poor population groups, including young male and female refugees/migrants have been fully involved through extensive consultations through focus groups. As much as possible, the primary target beneficiaries were involved as participants of training and technical assistance. Preference were given to the less educated un-employed youth for the training and technical assistance provided and skills training packages were designed for the less educated (UNIDO and FAO); illiterate persons (UNESCO); and women to assist in reaching the socially excluded population.

**ii) Has the programme contributed to increasing the decision making power of excluded groups, vis-à-vis policies that affect their lives? Has there been an increase in dialogue and participation of these groups with local and national governments in relation to these policies?**

Contribution of the programme in increasing decision making power of the excluded groups (primary beneficiaries of the project) has been more on socio- economically empowering them with their preferences to participation on marketable skills training, entrepreneurship development skills and business ideas to be implemented as individuals and in groups for sustainable income. Through their participation in the programme, dialogues with local and national government officials have been made possible during the training, workshops and studies undertaken. Their economic empowerment (earn livelihoods / income generation) will provide independence and security in a post conflict and recurring conflict environment. Thus, the programme has provided indirect platforms of dialogues on issues affecting livelihoods of beneficiaries in security conscious environment.

**iii) Has the programme and its development partners strengthened the organization of citizen and civil society groups so they are better placed to advocate for their rights? If so how? Please give concrete examples.**

To the extent possible, the programme has strengthened groups of beneficiaries, some formed as cooperatives by FAO in the Blue Nile State to work together in producing and marketing their produce for mutual benefits. Grouping the existing enterprises (bakery, metal crafts, carpentry, henna tattoo designs and skills) by UNIDO in South Kordofan was stopped by the recurrence of hostilities. Three women beneficiaries of the henna tattoo skills training program were supposed to formally open a salon in Kadugli when the conflict erupted. One of the partner organizations, Nuba Mountains International Association for Development (NMIAD), a civil society, was closed after the hostilities broke up in South Kordofan. These examples are mentioned to illustrate the constraints posed by insecure circumstances. It is however noted that by providing individuals and groups with means of livelihood and in the process opening avenues for dialogues would evolve into advocacy for their rights in the target states and country.

**iv) To what extent has the programme (whether through local or national level interventions) contributed to improving the lives of socially excluded groups?**

Based on training evaluations, tests and interviews by the UN Implementing agencies, the YEM programme has definitely contributed to improving the lives of socially excluded groups (unemployed migrants - uneducated youth, women). The National sub-sector plan on youth education and the Accelerated Learning Program developed by UNICEF as well as the functional literacy action plans of UNESCO for South Kordofan and Blue Nile have provided ways to expand outreach of education to those who have dropped out from general/basic education system. UNDP's recommended micro finance policies conducive to young entrepreneurs are adopted by Central Bank of Sudan, to promote small business development. Training on entrepreneurship by UNIDO and ILO

and marketable skills trainings of UNIDO and FAO have provided immediate and continuing livelihoods to beneficiaries with self-employment options. Start-up capital has been provided by UNDP to selected youth and women proponents. UNVs trained volunteers have extended community development work. Awareness on women reproductive health and HIV-Aids has been promoted by UNFPA. A Livelihood Training Center was built by IOM in Kadugli, South Kordofan with training rooms and food processing section equipped by IOM, UNIDO and with equipment donations from DAL –Zayga, a private Sudanese owned company cooperating with UNIDO in the conduct of baking skills training.

Capacities of partner organizations in both federal and state levels have been strengthened to deliver training and technical assistance services to beneficiaries. They have seen the results of the innovative interventions undertaken to improving livelihoods of target beneficiaries which they can build on. One partner organization, the State Investment Unit in South Kordofan has adopted and included enterprise and business planning training and is to follow through on coaching in their 2013 work program because of its effectiveness in assisting existing and starting enterprises.

v) **Describe the extent of the contribution of the joint programme to the following categories of results:**

**a. Paris Declaration Principles**

- Leadership of national and local government institutions – The Lead Counterpart Agency, Federal Ministry of Youth has been the co-chair of the National Steering Committee meetings where strategic decisions on programme implementation are deliberate, analyzed and approved. At the working level, the Director of the National Employment Scheme (NYES) attached to FMoYS chaired the Programme Management Committee meetings where operational issues and recommendations to the National Steering Committee are discussed. At the target states, State Programme Management Committees were formed and chaired by the Director General of the State Ministries of Youth representing the State Ministers where operational issues and progress are discussed and results / recommendations are presented at the National Programme Management Committee. The Chairs coordinate participation of all other partner organizations, facilitate implementation and make representations with other government instrumentalities to ease up constraints. Changes of officials and officers, particularly at the States have weakened leadership and influence while the recurrence of conflict has halted progress made. For example, South Kordofan State Government has added Youth, Culture and Sports as a sector of focus for coordinated development with a monthly coordination meeting co-chaired by the State Minister of Youth and UNIDO CTA. The purpose was to further complement donor assisted interventions and plan for future programs and projects for government and donor support. This was unfortunately stopped with the outbreak of hostilities. Nevertheless, the Lead Government Counterpart at the National and State levels as well as other partner organization have taken leadership and exerted efforts to make other government offices understand the programme when access to the target states was restricted and security of project staff was threatened (July 2013).
- Involvement of CSO and citizens – Citizens were involved during the consultations at the start of implementation and during the implementation as participants of workshops, key informants of studies undertaken and the target beneficiaries as participants of training and technical assistance. Community based organizations were engaged as conduits in various training courses and seminars. Involvement and ownership of citizens and State Minister and staff of the programme is best illustrated by the protection and safeguarding of the Livelihood Training Center in Koz, Kadugli built by IOM during the political

hostilities. This Centre was remained untouched.

Involvement of CSOs was brought in whenever possible. Also, private corporations were engaged to participate as partners of the programme under their Corporate Social Responsibility Program. One that succeeded to provide technical assistance and specialized baking training was the DAL-Zayga Baking Development Center that agreed with UNIDO to provide trainers, consumable training materials and facilities in training and testing beneficiaries on making bakery products in their Center in Khartoum and at the Livelihood Training Center in Kadugli, South Kordofan.

- Alignment and harmonization – From the start of the programme, one of the main strategies adopted is to mainstream delivery of assistance services with the government counterparts. Thus, State Management Committees composed of partner organizations at the state level were organized. YEM Units were also locally established in the target states, manned by 3 – 4 staff of the State Ministry of Youth to work closely with implementing agencies in order to learn on the job and be trained to continue delivery of services after the JP. Staff of other government counterpart organizations was also trained to apply the knowledge and skills in performing their tasks. They have been trained as trainers and implementers. The Ministry of Agriculture & Forest has adopted the JFFLS approach and tools of FAO and the State Investment Unit has included the enterprise and business planning training of UNIDO as part of their 2013 work plan.
- Innovative elements in mutual accountability – The YEM Unit professional staff and the corresponding counterpart organization have been involved in the planning of sub-projects, selection of beneficiaries based on agreed criteria, budgets, implementation and monitoring. These made them mutually accountable towards the implementing agency. Such approach is innovative within the context of Sudan where UN agencies usually engage firms or NGOs to carry out implementation of project activities.

#### **b. Delivering as One (DaO)**

- Role of the Resident Coordinator Office and synergies with other MDG-F joint programmes – The RCO was instrumental in getting the Government to endorse and approve the project. Up until the changes and separation of RCO staff with the closure of UNMIS, the RCO was directly involved in the implementation of the programme as mediator and liaison with the Ministry of International Cooperation and Spanish Embassy as well as with UN implementing agencies. The changes and lack of staff limited the RCO involvement to arranging RC's attendance to the Steering Committee Meeting.

Synergies with the other JP on Peace Building has been limited to information exchange during presentations at the UNCT. While the JP on Peace Building covers South Kordofan State, their activities were located in the areas close to the borders of South Sudan while JP for YEM is converging its assistance to Kadugli and Delinj localities. Moreover, that JP started much later than the JP for YEM and progressed, until it was disrupted by the recurrence of hostilities.

- Innovative elements in harmonization of procedures and managerial practices (justify why these elements are innovative) – The following elements were agreed to harmonize procedures: 1) use of in-take forms to build a data base of beneficiaries and partner organizations participating in training and technical assistance; 2) incorporation of women reproductive health and HIV-Aids awareness session (30 minutes each) as cross-cutting themes in all training

programs by JP; 3) the same transport and food allowances were given to participants of the training programs. These are seen innovative because they were not done before the JP in other UNCT projects in Sudan. As to managerial practices, regular coordination meetings were held among implementing agencies to reach consensus on issues and present a unified stand in SPMCs and NPMCs. Joint missions were undertaken to the States during SPMCs and other joint and complementary undertakings, including information sharing. Lists of beneficiaries were shared to avoid repeated and double participation of beneficiaries in trainings conducted.

- Joint United Nations formulation, planning and management – The Inception phase was conducted with the involvement of all focal persons assigned by the UN Implementing agencies, whereby the findings were jointly analyzed and the strategies and operational plan was jointly agreed upon. During the implementation, issues and challenges were likewise discussed and ways forward agreed by consensus and in a participatory manner for effective implementation.

### **III. GOOD PRACTICES AND LESSONS LEARNED**

#### **a. Report key lessons learned and good practices that would facilitate future joint programme design and implementation.**

##### ***Key lessons learned:***

- There is a need to incorporate in the design or inception stages contingency or alternative plans for implementation of projects in post conflict areas approved by Government Counterparts for flexibility of implementation during recurrence of conflicts and other unforeseen events – Recurrence of conflicts in the target states were not foreseen during the design nor during inception stages, except for Abyei which was jointly deleted by the Government and the UNRC during the inception due to other considerations, including its precarious situation. South Kordofan and Blue Nile States were economically progressing well towards recovery and development from the inception to the first year of programme implementation when hostilities broke up after the State elections. Had this remote possibility or the inability of access to the States and corresponding alternative plan been factored into the design and inception, implementation and logistical arrangements could have been effectively continued in other accessible states without the concurrence of the State Counterparts. As it was, the lead coordinating agency had its limitations to obtain the concurrence of the counterparts for logical alternative plans suggested.
- Distinctions between roles of UN Development and Technical Agencies and the Political and Peace keeping Mission in post conflict areas have to be clearly communicated with host Government and instrumentalities to avoid sweeping generalization and backlashes over host Government's discontent and misgivings on the Peace Keeping Mission - The UN development and technical agencies were perceived to be part of the UN Mission in Sudan that is predominantly made of the political and peace keeping mission. When the peace keeping mission was not extended after the separation of South Sudan, the development and technical agencies were seen as part of the adversary instead of being there to pursue the host country's development objectives as one of the member countries of these agencies. This delineation has to be explained repeatedly to Government Counterparts and national security instrumentalities in order to correct misconceptions and ease up obstacles in implementation and progress. It would have been easier for agencies to continue

collaborative development activities if such distinction was clearly understood even during the implementation time of the Peace keeping mission.

- Inclusion of a pre-implementation period after the approval and release of funds in the design to give implementing agencies time to mobilize and organize programme staff for implementation – The duration of the program implementation period as proposed is expected to immediately commence when the funds are released to implementing agencies' headquarters without considering the period required by agencies to mobilize staff and other inputs required to start implementation. It was just timely for JP:YEM Sudan to have the MDG-F Director on mission in Khartoum during the tail end of the Inception phase for North Sudan when an exceptional no-cost extension was sought and approved to cover the lost time between the date of the release of funds and the actual start of implementation. Otherwise, the programme would not have been eligible to another (second) no-cost extension in November 2011 if the prior extension was not approved exceptionally. MDG-F guidelines only allow for one time request for no-cost extension.
- Limiting scope of the programme to homogeneous objectives rather than covering many inter-related aspects involving as many UN agencies and counterparts – The programme included almost all aspects of development from education, health and livelihood / employment opportunities creation, which made coordination with a large group of counterpart organizations difficult - particularly at the Federal Levels- that do not directly benefit from programme interventions. Except for education interventions, most of the skills and employment related activities are focussed on the target states with slightly different structure of governance. For example, the Federal Ministry of Industry and Federal Ministry of Labor & Employment functions are undertaken by sections at the State Ministry of Economy and Ministry of Rural Development. In addition, the state ministries are somehow autonomous and not connected to the Federal Ministries. These often times created irritants between implementing agencies and some federal counterparts who wanted to benefit directly from the programme. This is exacerbated by frequent changes of federal counterparts who are not aware of the activities and had to be continuously informed about the programme and its implementation. Early analysis of the MDG-F showed easier implementation of JPs by 4-5 implementing agencies.
- Recognizing at the outset of structural difficulties of treating the JP as one country program following two systems of governance (North and South), and accordingly separating the programme into two at the start would have eased up obstacles in implementation - Had the programme been treated as two programs at the outset, the political differences and irritants between the North and South and difficulties in obtaining the second tranche funds for North Sudan (Sudan) could have been avoided.
- Designation of Lead Implementing Agency rather than Lead Coordinating Agency should be considered – As it was, the lead coordinating agency had to exert extra efforts in getting all agencies involved, worked cohesively and cooperate in submission of required inputs / reports of the programme. While the designated focal persons have been very cooperative, some had to rely on information from their headquarters for submission of financial information.

- Implementation created coordination among agencies and government counterparts and created synergies where activities/ outputs fed to other activities. Trainees from the UNIDO skills development and Entrepreneurship training won in the Business Idea Competition.

*The good practices are as follows:*

- Setting up State Program Management Committees & State YEM units within the Ministry of Youth mainstreamed implementation of activities with state counterpart agencies. Likewise, involving the corresponding partner organizations in the implementation of activities increases chances of sustainability beyond the JP especially when agencies realize the benefits of the intervention. Examples are: the micro grants /finance of UNDP, JFFLS of FAO and the Enterprise & Business Plan Training of UNIDO.
- Working together with UN implementing agencies in undertaking joint missions and decision making yield positive results and opens up new horizons, such as the establishment of the Livelihood Training Center in the SKS.
- Designing appropriate interventions based on the needs expressed by beneficiaries at the inception and market demand result into immediate application of skills acquired in the training for job / income generation. Also, the provision of starter kits and basic tools and incorporation of business management skills in the training increased the application of skills for self-employment.
- Partnering with private sector corporations under their corporate social responsibility programmes or shared value leverages programming resources and ensures commercialization of skills used and products produced.

**b. Report on any innovative development approaches as a result of the Joint Programme implementation**

- Incorporating short sessions on women reproductive health and HIV-Aids in all training programs as cross-cutting themes increases awareness on health issues.
- A shared value approach with the private sector in training should be further developed within the Sudanese context.
- Active involvement of the Central Bank to adjust its poverty alleviation policies.
- The Creative Industries (CI) approach was tested for textile works and traditional cultural services (embroidery and henna tattoo design for traditional product development).

**c. Indicate key constraints including delays (if any) during programme implementation**

**i) Internal to the joint programme** – Aside from the usual difficulties in coordination by persuasion, the key constraints is related to the initial consideration of the North and South as one country program. This caused difficulties in getting information required from agencies in the South in the preparation of Funds Transfer forms and compliance of the required 70% level of funds committed for both North and South. Justification has to be made and approved. It also caused confusion when UNESCO HQ inadvertently transferred the remaining funds for the North to South Sudan. There was weak collaboration in the implementation in Blue Nile where some implementing agencies were not able to implement their activities for complementation and synergy. Difficulties were also encountered in obtaining financial reports from some agencies that depend on inputs from their headquarters.

**ii) External to the Joint Programme** – Changes of Lead Government Counterparts due to changes in cabinet (3 times at the Federal Level) and the States, necessitating

briefings on the technical assistance nature and status of the Programme. When the second tranche budget was released (May 2011) hostilities broke up in South Kordofan (June 2011) and Blue Nile (September 2011). Subsequently, access to the States was restricted to all UN staff. Later and until the end of the programme, access were limited to also national staff (July 2011). When situation in South Kordofan improved, the war in Heglig between the North and South broke (April 2012). Then, National Security stopped the UNIDO training programs at the Livelihood Training Center in South Kordofan State. This has compelled the YEM programme to make implementation changes, including the continuation of the training with SKS refugees in Khartoum, through the NYES. A big delay in the conduct of the final evaluation was also inevitable.

**iii).Main mitigation actions implemented to overcome these constraints** – For the internal constraints, continuous follow-ups were made and meetings were held. For the external constraints, efforts were exerted with the lead coordinating agencies at the Federal and State Levels to ease up access restrictions or shift activities to other target state which was opposed by state authorities. A no –cost extension was obtained and some of the activities have been shifted by other agencies in North Kordofan and / or Khartoum. When UNIDO activities were stopped at Kadugli, representations were made through other channels and when all failed, training activities were carried out and equipment installed at NYES Center in Khartoum. This did not allow the Programme to run the Livelihood Training Center as a training cum production facility for sustainability beyond the JP.

**iv). Describe and assess how the monitoring and evaluation function has contributed to the:**

- Improvement in programme management and attainment of development results – The monitoring and evaluation became a tool in monitoring the progress of implementation and helped in expediting the activities for complementation and synergy.
- Improvement of transparency and mutual accountability – The quarterly monitoring reports were discussed during the State and National Programme Management Committees enhancing transparency and mutual accountability
- Increasing national capacities and procedures in M&E and data – This helped counterparts to understand more about the need for close monitoring and evaluation.
- To what extent was the mid-term evaluation process useful to the joint program – Some of the findings and recommendations were useful and adopted for the improvement plan submitted but others were already being done as indicated in the improvement plan. The inability of the evaluator to see and talk to beneficiaries at the States, due to travel restrictions at the project sites, has limited his perspective on the actual implementation of the program and the corresponding results achieved.

**v) Describe and assess how the communication and advocacy functions have contributed to the**

- a. *Improve sustainability of the Joint Programme* – The positive results of the program interventions communicated by the primary and indirect beneficiaries and counterpart officers to their organizations have improved the sustainability of the component of the Joint Programme. The activities of the JP in the States and Federal Level were covered by print media radio and television. These have contributed to broad awareness to the programme and its objectives and approaches.
- b. *Improve opportunities of scaling up or replication of the Joint Programme or any of its components* – The Lead Government Counterpart, FMoYS has repeatedly requested the

scaling up or replication of the JP in other states. Some of the components are replicated by the State authorities like the State Investment Unit in South Kordofan and the Federal Ministry of Industry. The Central Bank of Sudan is following the approach started by UNDP.

- c. Providing information to beneficiaries / right holders* – The coverage of activities by radio, television and print media has informed the beneficiaries of the activities of the programme. When they were informed that participants of training have earned from skills acquired, they enlisted to join the succeeding trainings.

**vi) Please report on the scalability of the joint Programme and / or any of its components**

- a. To what extent has the joint programme assessed and systematized development results with intention to use as evidence for replication or scaling up of joint programme or any of its components?*

The intake forms and the TNA tools were designed to gather systematized information about beneficiaries with intentions to use as baseline to monitor the change after a period of time. Early monitoring was also conducted to measure effectiveness of training in creating livelihoods / generating income. These were not followed through because of the volatile situation at the target states. Training curricula for entrepreneurship development and small business training and production are available in both English and Arabic.

- b. Describe example, if any, of replication or scaling up that are being undertaken*

NYES has adopted the training approach and courses initiated in South Kordofan by UNIDO in Khartoum with initial support from the programme when it was apparent that continuation in South Kordofan is untenable. South Kordofan Investment Unit included delivery of enterprise and business planning in their 2013 work program with budgetary support from the State. University of Delinj in North Kordofan and University of Khartoum has replicated volunteering assignments of graduates initiated by UNV. Central Bank of Sudan has adopted youth conducive micro finance policies, supported by UNDP. NCLAE has followed the plan and curriculum for ALP introduced by UNESCO.

- c. Describe the joint programme exit strategy and assess how it has improved sustainability of the joint program*

Building capacities of partner organizations, working with CSOs, and establishing State Management Committees and YEM Units -while reaching the end and indirect beneficiaries- is setting the stage and conditions for an exit strategy. Project work is to be further pursued by the national project partners, when project implementation has been completed. Staff of partner organizations have been trained as trainers and were fully involved in the implementation process. The small business credit programme for trainees has been put in place and has institutional support. Sustaining “project work” fully after the JP YEM will still be a major challenge. Sustainability mechanism for the Livelihood Training Center in Kadugli could have been put in place had the training courses not been halted by the National Security. Remaining training programmes of the JP were to be held at the training center for which rent is appropriated, equivalent to the rent paid elsewhere. This can be further developed as accumulated self-financing for the centre’s upkeep plus the basic earnings received from beneficiaries using the equipment as common production facility.

**IV. FINANCIAL STATUS OF THE JOINT PROGRAMME**

- a. Provide a final financial status of the joint programme in the following categories:**

**JOINT PROGRAMME ON CREATING EMPLOYMENT OPPORTUNITIES IN SUDAN  
SUMMARY OF FUNDS RECEIVED & COMMITTED through implementation**

AGENCY	TOTAL BUDGET	TOTAL PROGRAMME			NORTH	
		FUNDS RECEIVED	TOTAL COMMITTED	PERCENTAGE COMMITTED	FUNDS RECEIVED	TOTAL COMMITTE
UNIDO	1,404,659.00	537,151	291,094	54.19%	326,245.68	300,088.4
ILO	1,400,336.00	855,989	342,360	40.00%	379,325.70	148,037.0
UNDP	1,646,337.00	1,646,337.00	1,646,337.00	100%	934,520	934,520
UNICEF	985,598.00	642,599	360,151	56.05%	360,343.44	360,151.0
IOM	799,718.00	439,984	344,216	78.23%	370,000.00	370,000.0
FAO	879,690.00	455,895	238,300	52.27%	293,950.00	216,256.7
UNESCO	405,263.00	277,531	71,558	25.78%	277,531.00	71,558.1
UNAIDS	194,526.00	194,526	194,526	100.00%	97,263.00	97,263.0
UNFPA	259,368.00	128,400	125,832	98.00%	70,000.00	70,000.0
UNV	106,989.00	53,495	38,520	72.01%	53,495.00	38,520.0
UNOPS	917,514.00	917,514	410,293	44.72%	0.00	0.0
<b>TOTAL</b>	<b>8,999,998.00</b>	<b>5,697,398</b>	<b>3,391,159</b>	<b>59.52%</b>	<b>2,968,867.82</b>	<b>2,154,450.1</b>

**V. OTHER COMMENTS AND/OR ADDITIONAL INFORMATION**

UNDP Business Competition of JP has recently won ‘What’s Working’ global competition, on Youth Employment Network Marketplace. The judges gave you the following comments:

- Demonstrates good management from start to finish, including participatory planning
- High level of coordination between various partners, using partners to add value to the project
- Impressive impact with 70% of participants starting up a business
- we are interested to hear your insights on lessons learned from coordinating effectively with a wide range of partners
- The JP YEM has been able to create synergies with other ongoing TC programmes in Sudan focusing on VTECs, to share vocational training materials, tools and approaches (UNIDO, South Sudan and Khartoum State).

A smart note on the whole process of the competition will be published at the competition website as well as at Global Youth Economic Opportunities Conference in September 2013. The story can be found at this link: <https://yenmarketplace.org/whats-working-past-competition>.

**VI. CERTIFICATION ON OPERATIONAL CLOSURE OF THE PROJECT**

Participating United Nations Organizations (PUNOs) certify that the project has been operationally completed.

PUNO	NAME	TITLE	SIGNATURE	DATE

UNIDO	Mr.KhaledEl Mekwad	Representative		
UNDP-UNV	Mr. Sayed Aqa	Country Director		
FAO	Mr.Charles Agobia	Acting Representative		
UNFPA	Ms.Pamela Delargy	Representative		
UNICEF	Mr.Geert Cappelaere	Representative		
UNAIDS	Mr.Hamidreza Setayeh	Country Coordinator		
ILO	Ms.Kholoud Alkhaldi	Focal Point for Sudan Programmes		
IOM	Ms.Malka Dharmaratne	Chief of Mission a.i.		
UNESCO	Mr. Hamed Al Hammami	Director, Regional Bureau		
UNOPS	Mr. J.McMundo	Head of Office		

## VII. ANNEXES

List of all document/studies produced by the joint programme

- Youth Labour Market surveys for North Kordofan, South Kordofan & Blue Nile States and Consolidated Report
- Support to Youth's Financial Inclusion Policy Reform study published at Central Bank of Sudan website [www.mfu.gov.sd/content](http://www.mfu.gov.sd/content), UNDP website: <http://www.sd.undp.org/publications.htm> and Microfinance gateway website <http://www.microfinancegateway.org/p/site/m/template.rc/1.9.57618>
- Smart Note on Business Idea Competition of Youth Employment at Youth Employment Network Marketplace at: <https://yenmarketplace.org/whats-working-past-competition>
- FAO prepared Training manual
- UNIDO training manuals and curricula for Entrepreneurship Development and business development.
- UNIDO training course materials for vocational and technical skills training courses (welding, masonry, henna tattoo, bakery production, painting, toube and embroidery, basic construction)

1. List all communication products created by the joint programme

- UNDP Sudan Press releases on:
  - Youth's Financial Inclusion Policy Reform,
  - Business Idea Competition Award Ceremony,
  - Youth Labour Market survey Workshop,
  - Autonomous Saving & Credit Training
- Minutes of the final review meeting of the Programme Management Committee and National Steering Committee
- Monitoring & Evaluation framework with update final values of indicators

## APPENDIX A

### UNIDO JP: YEM Summary of Training Participants By Sex As of June 2012

#### Sudan (North)

Training	Numbers Trained				
	Male	Female	Total	% Male	% Female
Computer Skills for YEM Staff	2	1	3	66.67%	33.33%
Training Of Trainers: Entrepreneurship Development Training	14	12	26	53.85%	46.15%
Business Plan Preparation	12	6	18	66.67%	33.33%
Networking Workshop on SME Development	16	5	21	76.19%	23.81%
Henna Tattoo Training 1	0	26	26	0.00%	100.00%
Henna Tattoo Training 2	0	25	25	0.00%	100.00%
Henna Tattoo Training 3	0	30	30	0.00%	100.00%
Henna Tatto Training 4 (not completed due to outbreak of hostilities)	0	24	24	0.00%	100.00%
Bakery Product Improvement	9	16	25	36.00%	64.00%
Basic Building Construction Skills 1	25	0	25	100.00%	0.00%
Basic Building Construction Skills 2	25	0	25	100.00%	0.00%
Basic Building Construction Skills 3	30	0	30	100.00%	0.00%
Basic Building Construction Skills 4	35	0	35	100.00%	0.00%
<b>Total</b>	<b>168</b>	<b>145</b>	<b>313</b>	<b>53.67%</b>	<b>46.33%</b>

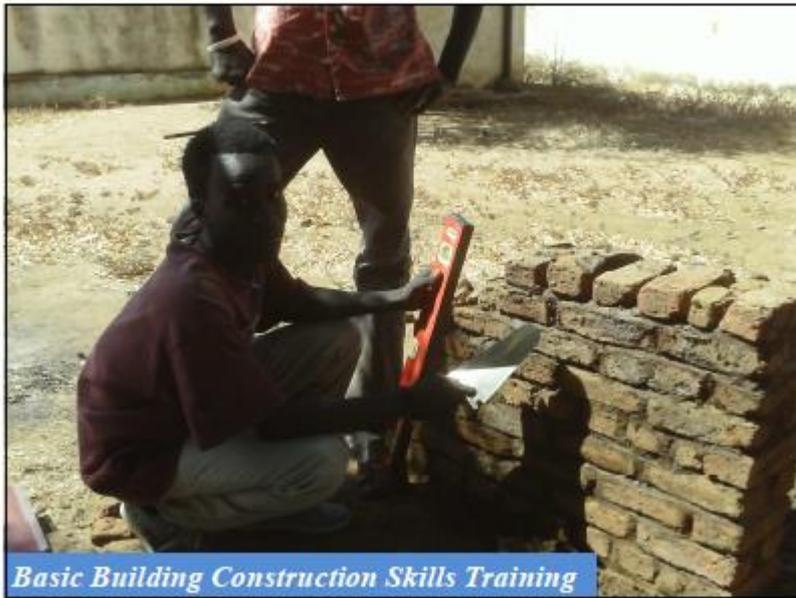
#### South Sudan

Training	Numbers Trained				
	Male	Female	Total	% Male	% Female
Training Of Trainers: Entrepreneurship Development Training (Wau)	13	9	22	59.09%	40.91%
Basic Welding Training 1	24	1	25	96.00%	4.00%
Basic Welding Training 2	17	2	19	89.47%	10.53%
Basic Welding Training 3	25	0	25	100.00%	0.00%
Basic Welding Training 4	24	5	29	82.76%	17.24%
Masonry 1	30	2	32	93.75%	6.25%
Masonry 2	30	3	33	90.91%	9.09%
Masonry 3	30	2	32	93.75%	6.25%
Masonry 4	31	9	40	77.50%	22.50%
Painting 1	26	6	32	81.25%	18.75%
Painting 2	30	7	37	81.08%	18.92%
Carpentry 1	19	13	32	59.38%	40.63%
Carpentry 2	26	7	33	78.79%	21.21%
Business Plan Preparation 1	13	12	25	52.00%	48.00%
Business Plan Preparation 2	20	10	30	66.67%	33.33%
Training Of Trainers: Entrepreneurship Development Training (Kuajok)	20	10	30	66.67%	33.33%
Business Plan Preparation 1 & 2	50	3	53	94.34%	5.66%
<b>Total</b>	<b>428</b>	<b>101</b>	<b>529</b>	<b>80.91%</b>	<b>19.09%</b>





Bakery Products Improvement & Diversification Training



*Basic Building Construction Skills Training*



*Basic Building Construction Skills Training*



*Painting Skills Training*



*Painting Skills Training*



*Henna Tattoo Skills Training*



*TOUBE MAKING SKILLS  
TRAINING*



APPENDIX C

**Joint Programme on Creating Opportunities for Youth Employment in Sudan  
Improvement Plan**

Based on the recommendations of the Mid-Term Evaluation, the responses of the Joint Programme Management and key actions are contained in the matrix below as provided by the MDG-F Secretariat.

<p><b>Evaluation Recommendation No. 1 : (R1 YEM) It is recommended to keep YEM’s relevance to the variable context and beneficiaries’ needs to achieve some influence on youth unemployment, to deliver as soon as possible (1) advanced training and activities linking trainees and private sector according to priorities identified by NYES and Department of Policies, Planning and Research of the FMoL and updated beneficiaries’ needs; and (2) delivering the microfinance component of the YEM managed by UNDP in close coordination with the Microfinance Unit of the National Bank of Sudan. Adaptation of activities should be made so that outputs and outcomes were not affected, since a redesign of outputs and outcomes is not a realistic option at this stage of implementation. The idea is to find a balance between adapting activities to potential new government priorities without affecting outcomes and outputs.</b></p>							
<p><b>Response from the Joint Programme Management</b></p> <p>1) The delivery of YEM Training programs are in accordance with the beneficiaries’ needs and within the priorities of NYES and FMoL. They have covered some of the priorities of NYES, particularly in the target states.</p> <p>2) UNDP activities are underway for the micro-finance component of YEM in close coordination with the Micro Finance Unit of the Central Bank of Sudan. Technical guidelines on micro finance is complete, formation of savings and loans associations has been started and the business idea competition has been launched.</p>							
Key actions on 2		Time frame	Person responsible	Follow-up		Secretariat	
				Comments	Status	Comments	Status
1.1. Final review and approval of the guidelines on micro-finance with CBoS		March – April 2012	UNDP / CBoS				
1.2. Formation of savings and loans associations & business idea competition		January – March 2012 in North Kordofan; March– August 2012 in South Kordofan & Blue Nile States	UNDP				
<p><b>Evaluation Recommendation No. 2: (R5 YEM) It is recommended: (1) That</b></p>							

<b>National Youth Employment Scheme clarifies to the agencies what type of financial information they require to track the funds and agencies fulfil these requirements. (2) Every document and technical report is delivered in Arabic to allow Government officers to access information more easily.</b>						
<b>Response from the Joint Programme Management</b> 1) NYES is satisfied with the financial information provided. UNIDO & NYES briefed the new Federal Minister & State Minister of Youth on the JP programme, status of implementation and funds disbursement on December 2011. 2) Technical and JP progress reports are delivered in Arabic. Efforts will be exerted to translate correspondences with the Government Counterparts in Arabic.						
<b>Key actions</b>	<b>Time frame</b>	<b>Person responsible</b>	<b>Follow-up</b>		<b>Secretariat</b>	
			<b>Comments</b>	<b>Status</b>	<b>Comments</b>	<b>Status</b>
2.1. Continue to deliver reports and correspondences to Government in Arabic	Till August 2012	All implementing agencies				
<b>Evaluation Recommendation No. 3: (R 6 YEM) It's recommended to do a more intensive and practical use of the management tools that are already available to all the YEM partners: planning and reporting tools, committees and working groups.</b>						
<b>Response from the Joint Programme Management</b> Management tools available will continuously be shared with government counterparts. Committee meetings and working groups will be held in Khartoum until State Management Committee meetings can be held at the states. Meantime, state level coordination is carried out by agencies with their counterparts and through the State YEM Units. JP will try to enhance transfer of knowledge on management tools with government counterpart.						
<b>Key actions</b>	<b>Time frame</b>	<b>Person responsible</b>	<b>Follow-up</b>		<b>Secretariat</b>	
			<b>Comments</b>	<b>Status</b>	<b>Comments</b>	<b>Status</b>
3.1. Enhance transfer of knowledge to counterparts on available management tools	Till August 2012	All agencies				
<b>Evaluation Recommendation No. 4: (R8 YEM Government Partners) It's recommended to improve the communication flow among the different governmental partners at federal and state levels. The YEM Project Unit within the State MoYS and Federal MoYS could serve this purpose through holding meetings on a regular basis and with practical agendas addressing day-to-day difficulties and challenges.</b>						
<b>Response from the Joint Programme Management</b>  NYES will continue to improve communication flow among different partners at the Federal and State Levels directly and through the State YEM Units.						
<b>Key actions</b>	<b>Time frame</b>	<b>Person responsible</b>	<b>Follow-up</b>		<b>Secretariat</b>	
			<b>Comments</b>	<b>Status</b>	<b>Comments</b>	<b>Status</b>
4.1. Meetings with different	Till August 2012	NYES				

partners at the Federal and State Level						
<p><b>Evaluation Recommendation No.5: (R 12 UNESCO's Headquarter) It is recommended, to improve efficiency in the implementation of UNESCO's YEM components, that UNESCO's Headquarters takes the necessary actions to allow the office I Sudan work in a more independent way concerning the administration of funds</b></p>						
<p><b>Response from the Joint Programme Management:</b></p> <p>UNESCO Headquarters has deployed an Administrative Assistant to Sudan Office on February 26, 2012 to expedite the processing of financial requirements for the implementation of remaining activities of Output 3.2.</p> <p>For Output 2.7 on reduced vulnerability to HIV-AIDS sub-contracted by UNAIDS to UNESCO, UNESCO representative will be requested to sort out arrangements for another no-cost extension from UNAIDS in view of the extension of the duration of the JP. In the last quarter of 2011, UNAIDS indicated they will extend a no-cost extension to UNESCO provided the implementation period of the JP is extended by MDG-F.</p>						
Key actions For Output 3.2.	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
5.1. Release of funds for the conduct of the Training of Trainers	March, 2012	UNESCO –AO				
5.2. Conduct of the Training of Trainers in South Kordofan & Blue Nile States	March, 2012	UNESCO / Trainers from the State Ministry of Education				
5.3. Conduct of awareness campaign	April, 2012					
5.4. Training of beneficiaries	May – July 2012					
<p><b>Evaluation Recommendation No. 6: (R 13 YEM) It's recommended to assess the quality of the Labour Market Survey. ILO and the Ministry of Labour should do this and decide whether the quality is the required one or not. In case the study met the required quality, it would be recommendable to update it, and in case the study didn't meet the required quality it would be recommendable to carry out a new Labour Market Survey. The application of this recommendation in case the study didn't meet the required quality or had to be updated should be assessed by the PMC bearing in mind its utility at the current stage of implementation.</b></p>						
<p><b>Response from the Joint Programme Management:</b></p> <p>The Labour Market Study reports will be reviewed by FMoL and ILO for comments on their quality. Comments will be presented and way forward will be discussed by the PMC taking into consideration time limitations and usefulness in the remaining period.</p>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
6.1. UNDP send copies of the Labour Market Survey Reports, Terms of	February 2012	UNDP				

Reference and the clearance on the study report previously sent by ILO-Cairo to FMoL.						
6.2. FMoL will review & comment on the quality of the study reports.	March 2012	FMoL / ILO				
6.3. Hold a meeting to discuss the comments of FMoL & ILO and decide the best option in view of the JP's implementation stage.	April 2012	PMC				
<b>Evaluation Recommendation No. 7: (R14 YEM) It's recommended to design new activities to extend to all locations where the Programme has presence (1) the UNV experience working together with the University of Delinj and (2) Y PEER experience promoted by UNFPA.</b>						
<b>Response from the Joint Programme Management</b> 1) UNV has expanded implementation of its activities to North Kordofan State in addition to South Kordofan State. In view of limited remaining funds, expansion to Blue Nile State is not possible in view of limited remaining funds. However, the UNV experience working together with the University of Dalanj will be documented and disseminated to other implementing agencies and government partners for possible replication beyond the JP. 2) Possibilities of expansion of Y Peer Experience by UNFPA to other states will be discussed by the Focal Person/s within UNFPA and will report actions to the PMC.						
<b>Key actions on 1)</b>	<b>Time frame</b>	<b>Person responsible</b>	<b>Follow-up</b>		<b>Secretariat</b>	
			<b>Comments</b>	<b>Status</b>	<b>Comments</b>	<b>Status</b>
7.1.1. Document UNV Experience	May 2012	UNV				
7.1.2. Disseminate the documents to other UN Implementing Agencies & Partner Government Organizations for replication	June 2012	UNV				
<b>Key actions on 2)</b>	<b>Time frame</b>	<b>Person responsible</b>	<b>Follow-up</b>		<b>Secretariat</b>	
			<b>Comments</b>	<b>Status</b>	<b>Comments</b>	<b>Status</b>
7.2.1.. Discuss possibilities of expansion in other states within UNFPA management	March 2012	UNFPA				
7.2.2. Present action to PMC	April 2012	UNFPA / PMC				
<b>Evaluation Recommendation No. 8: (R15 YEM) It's recommended to increase and reinforce community activities since social awareness is a powerful way</b>						

to enhance sustainability of results by increasing the capability of the society to demand social services delivery to local governments.						
<p><b>Response from the Joint Programme Management</b></p> <p>JP will continue to work closely with the beneficiary groups in the communities and various stakeholders in the targeted localities. Information on the JP activities will likewise be continuously disseminated by local / national media coverage.</p>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
8.1. Continue & enhance community involvement on JP activities	Till August 2012	All agencies and Partners				
<p><b>Evaluation Recommendation No. 9: (R 16 YEM Agencies) Agencies should make an effort to avoid (1) overlaps and (2) to avoid getting involved in activities out of their area of expertise to improve harmonization and efficiency.</b></p>						
<p><b>Response from the Joint Programme Management</b></p> <p>Efforts are exerted to avoid overlaps with agencies targeting different locations and target groups and sharing approaches among agencies. Complementation in the undertaking related activities are pursued by agencies and counterparts.</p>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
9.1. Continue meetings / discussion for collaboration and complementation among agencies and counterparts	Till August 2012	All agencies and Partners				
<p><b>Evaluation Recommendation No.10: (R 17 YEM Agencies) Agencies should share or update the following information to governmental partners: (1) Target area of work related to the program for each partner showing clearly areas where the overlap occurs between partners regarding certain thematic area. (2) target state for operations of each partner. (3) budget for each partner describing the following: a) overall budget allocated with timeline and pipeline information; b) running cost for each partner; c) programmatic budget and how much is directed to which areas; d) non-programmatic budget between government staff, per diems. 4) how the original budget was divided between Sudan and South Sudan. 5) How much actually reach the country? 6) whats left after deduction of the running cost taken by UN agencies and other governmental partner? 7) How much remain to be disbursed?</b></p>						
<p><b>Response from the Joint Programme Management</b></p> <p>The information has been shared with government partners at the Federal and State levels. Above information may be requested by new participant / personnel of counterpart organization. Thus, the JP and its agencies shall endeavour to brief new personnel of Government Counterparts assigned to the Programme.</p>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
10.1. Brief new personnel of Government Counterpart	As required till August 2012	All agencies				

Organization assigned to the JP						
<b>Evaluation Recommendation No. 11: (R18 YEM Agencies) It's recommended to: (1) Perform an analysis of the existing public policies related to youth and employment, both at Federal and State levels, to know the starting point, challenges and blocking elements and also support the Government's policy making. (2) Support Government in the definition of youth employment indicators to improve both general and sector public policies.</b>						
<b>Response from the Joint Programme Management</b>						
The Federal Ministry of Labour and ILO will perform (1) an analysis of the existing public policies related to both youth and employment and (2) define youth employment indicators.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
11.1. Undertake analysis of the existing policies related to youth and employment	April - May 2012	FMoL / ILO				
11.2. Define youth employment indicators	April - May 2012	FMoL / ILO				
<b>Evaluation Recommendation No. 12: (R 20 YEM) It's recommended to promote among women from rural areas to participate in trainings related to works different from those society traditionally assign them to progress towards a more fair work model in the country.</b>						
<b>Response from the Joint Programme Management</b>						
Participation of women / men on trade / skills training different from traditional stereotype occupational areas will be promoted as much as possible. Entry to training programs will be opened up to both sexes. When possible, rapidly assess hindrances and try to mitigate such in drumming up participation.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
12.1. Open up participation of both sexes to the skills training program	March - August 2012	All UN agencies and counterpart organizations conducting training in the remaining period				
12.2. Assess hindrances and try to mitigate the situation	March - August 2012	All UN agencies and counterpart organizations conducting training in the remaining period				
<b>Evaluation Recommendation No. 13: (R21 YEM) Since the components to strengthening public policies related to youth and employment are starting to be developed, it is recommended to introduce the gender perspective in their implementation from the beginning by reshaping the related activities. To achieve this it would be advisable to hire an expert on gender and public policy who could advice the different partners involved in the corresponding activities.</b>						

<b>Response from the Joint Programme Management</b>						
Gender and public policy advisor for UNCT Sudan is already approached for her involvement in introducing gender perspective to the strengthening of public policy components.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
13.1. Discuss and finalize arrangements with Gender advisor	March 2012	UNIDO				
13.2. Incorporate gender perspective in the development of National Action Plan	March – June 2012	Gender advisor UNIDO / FMoYS				
<b>Evaluation Recommendation No. 14: (R 22 YEM) As the components dedicated to strengthening public policies related to youth and employment are starting to be developed, it is recommended to improve the introduction of gender perspective in their implementation by involving the Ministry of Social Development.</b>						
<b>Response from the Joint Programme Management</b>						
Ministry of Social Development will be involved in the strengthening public policies to introduce gender perspective.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
14.1. Involve Ministry of Social Development in the Technical Working Group	March – June 2012	UNIDO- FMoYS				
<b>Evaluation Recommendation No. 15: (R24 YEM) To improve the gender perspective in the implementation at the community level it's recommended to expand to all locations covered by the Programme the Behaviour Change Communication (BCC) component implemented by UNFPA in SKS.</b>						
<b>Response from the Joint Programme Management</b>						
Expansion of UNFPA's Programme on Behaviour Change Communication to all locations covered by the JP will be considered by UNFPA.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
15.1. Discuss the possibility of expanding coverage with UNFPA management	March 2012	UNFPA Focal Person				
15.2. Report the decision to the Management Committee	April 2012	UNFPA Focal Person				
<b>Evaluation Recommendation No. 16: (R25) The inclusion of some activities dedicated to strengthen the capacities of Government partners (at least those</b>						

of the NYES) on gender issues during the last part of the YEM is highly recommendable. These formative activities should be related to (1) basic concepts and tools to work with gender perspective and (2) inclusion of gender in public policy.						
Response from the Joint Programme Management						
With the involvement of a Gender and Policy Advisor to the policy strengthening components, capacities of NYES and other Government partners will be strengthened through round table discussions or workshops.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
16.1. Organize and conduct round table discussions / workshop on basic concept and tools with gender perspective among JP partners	April – May 2012	UNIDO / FMoYS				

