

# **Sudan**

## **Mid-Term Evaluation**

**Thematic window: Youth, Employment & Migration**

**Programme Title: Creating Opportunities for Youth  
Employment**

**Author:** Carlos Carravilla,  
Consultant MDG-F

## **Prologue**

The current mid-term evaluation report is part of the efforts being implemented by the Millennium Development Goal Secretariat (MDG-F), as part of its monitoring and evaluation strategy, to promote learning and to improve the quality of the 128 joint programs in 8 development thematic windows according to the basic evaluation criteria inherent to evaluation; relevance, efficiency, effectiveness and sustainability.

The aforementioned mid-term evaluations have been carried out amidst the backdrop of an institutional context that is both rich and varied, and where several UN organizations, working hand in hand with governmental agencies and civil society, cooperate in an attempt to achieve priority development objectives at the local, regional, and national levels. Thus the mid-term evaluations have been conducted in line with the principles outlined in the Evaluation network of the Development Assistant Committee (DAC) - as well as those of the United Nations Evaluation Group (UNEG). In this respect, the evaluation process included a reference group comprising the main stakeholders involved in the joint programme, who were active participants in decisions making during all stages of the evaluation; design, implementation, dissemination and improvement phase.

The analysis contained in the mid-term evaluation focuses on the joint program at its mid-term point of implementation- approximately 18 months after it was launched. Bearing in mind the limited time period for implementation of the programs (3 years at most), the mid-term evaluations have been devised to serve as short-term evaluation exercises. This has limited the scope and depth of the evaluation in comparison to a more standard evaluation exercise that would take much longer time and resources to be conducted. Yet it is clearly focusing on the utility and use of the evaluation as a learning tool to improve the joint programs and widely disseminating lessons learnt.

This exercise is both a first opportunity to constitute an independent “snapshot” of progress made and the challenges posed by initiatives of this nature as regards the 3 objectives being pursued by the MDG-F; the change in living conditions for the various populations vis-à-vis the Millennium Development Goals, the improved quality in terms of assistance provided in line with the terms and conditions outlined by the Declaration of Paris as well as progress made regarding the reform of the United Nations system following the “Delivering as One” initiative.

As a direct result of such mid-term evaluation processes, plans aimed at improving each joint program have been drafted and as such, the recommendations contained in the report have now become specific initiatives, seeking to improve upon implementation of all joint programs evaluated, which are closely monitored by the MDG-F Secretariat.

Conscious of the individual and collective efforts deployed to successfully perform this mid-term evaluation, we would like to thank all partners involved and to dedicate this current document to all those who have contributed to the drafting of the same and who have helped it become a reality (members of the reference group, the teams comprising the governmental agencies, the joint program team, consultants, beneficiaries, local authorities, the team from the Secretariat as well as a wide range of institutions and individuals from the public and private sectors). Once again, our heartfelt thanks.

The analysis and recommendations of this evaluation report do not necessarily reflect the views of the MDG-F Secretariat.

**Mid-term evaluation of the Joint Programme:**  
**“Creating Opportunities for Youth Employment in Sudan ”**

**Carlos Carravilla**

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# **List of acronyms**

ALP	Accelerated Learning Programme
AWP	Annual Work Plan
BCA	Basic Cooperation Agreement
BNS	Blue Nile State
BOSS	Bank of Southern Sudan
CAAFG	Children Associated with Armed Forces and Groups
CBOS	Central Bank of Sudan
CPA	Comprehensive Peace Agreement
CPAP	Country Programme Action Plan
DDR	Disarmament, Demobilization, Reintegration
EES	Eastern Equatoria state
FAO	Food and Agriculture Organization of the United Nations
FMOGE	Federal Ministry of General Education
GONU	Government of National Unity
GOSS	Government of Southern Sudan
HAC	Humanitarian Aid Commission
ICRD	Integrated Community Recovery and Development
ICT	Information & Communication Technology
IDPs	Internally Displaced Persons
ILO	International Labour Organization
IOM	International Organization for Migration
JAM	Joint Assessment Mission
JFFLS	Junior Farmer Field and Life School
KVTC	Kadugli Vocational Training Center
LIWP	Labour-Intensive Works Programme
LRA	Lord's Resistance Army
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MDTF	Multi Donor Trust Fund
MEMI	Ministry of Energy, Mining and Industry
MFI	Microfinance Institution
MoAF	Ministry of Agriculture and Forestry
MoARF	Ministry of Animal Resources and Fisheries
MoRDC	Ministry of Rural Development & Cooperatives
MoCTS	Ministry of Commerce, Trade, and Supply
MoYS	Ministry of Youth and Sports
MoEST	Ministry of Environment, Science and Technology
MoF	Ministry of Finance
MoI	Ministry of Industry
MoLPSHRD	Ministry of Labour, Public Services and Human Resource Development
MoSD	Ministry of Social Development
MoTR	Ministry of Trade and Resources
MPI	Ministry of Physical Infrastructures
MSA	Maridi Service Agency
MYE	Migrant Youth Employment
NCLAE	National Council for Literacy and Adult Education
NSC	National Steering Committee
OVC	Orphans and Vulnerable Children
PDF	Popular Defence Forces
PMC	Programme Management Committee
PMF	Programme Monitoring Framework

RCSO	Resident Coordinator's Support Office
RRR	Returns, Reintegration and Recovery
SAF	Sudan Armed Forces
SBAA	Standard Basic Assistance Agreement
SK	Southern Kordofan
SOME	State Ministry of Education
SPLM/A	Sudanese People's Liberation Movement/Army
SRH	Sexual and reproductive health
SRRC	Sudan Relief and Rehabilitation Commission
SYIB	Start and Improve Your Business
ToE	Training of Entrepreneurs
ToT	Training of Trainers
TWG	Technical Working Group
UNAIDS	Joint UN Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNOPS	United Nations Office for Project Services
UNV	United Nations Volunteers
VT	Vocational Training
VTC	Vocational Training Center
WAAFG	Women Associated with Armed Forces and Groups
WES	Western Equatoria State
WFP	World Food Programme
WP	Work Plan
YA	Youth Association
YE	Youth Entrepreneurship

## 1. INTRODUCTION

1. The Millennium Development Goals Achievement Fund (MDG-F) is an international cooperation mechanism whose aim is to accelerate progress on the Millennium Development Goals (MDGs) worldwide. Established in December 2006 with a contribution of €528 million from the Spanish Government to the United Nations system, the MDG-F supports national governments, local authorities and citizen organizations in their efforts to tackle poverty and inequality. In September 2008 at the UN High Level Event on MDGs, Spain committed an additional €90 million to the MDG-F.

2. The MDG-F operates through the UN teams in each country, promoting increased coherence and effectiveness in development interventions in line with the Paris Declaration and the Accra Agenda for Action through collaboration among UN agencies. The Fund uses a joint programme mode of intervention and has currently approved 128 joint programmes in 49 countries. These reflect eight thematic windows that contribute in various ways towards progress on the MDGs.

3. The object of evaluation is the Joint Programme (JP) **Creating Opportunities for Youth Employment in Sudan** belonging to the MDG-F **Youth Employment and Migration Thematic Window**. Initially the JP covered both Sudan and South Sudan, but as of July 2011 the programme was separated into two country programmes: UN Joint Programme for Creating Opportunities for Youth Employment in Sudan (YEM<sup>1</sup>), and UN/RSS Joint Programme for Creating Opportunities for Youth Employment in South Sudan (YEP<sup>2</sup>). The budget was divided almost equally between the North and the South with US\$ 4.517.2911 to the South and US\$ 4.482.708 to the North.

4. This mid-term evaluation has the following **specific objectives**: **(1)** To discover the programme's **design quality and internal coherence** and its external coherence with the UNDAF, the National Development Strategies and the **Millennium Development Goals**, and find out the degree of national ownership as defined by the Paris Declaration and the Accra Agenda for Action. **(2)** To understand how the joint programme operates and assess the **efficiency of its management model** in planning, coordinating, managing and executing resources allocated for its implementation, through an analysis of its procedures

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<sup>1</sup> Youth, Employment and Migration

<sup>2</sup> Youth and Employment Programme

and institutional mechanisms. This analysis will seek to uncover the factors for success and limitations in inter-agency tasks within the **One UN** framework. **(3)** To identify the programme's **degree of effectiveness** among its participants, its contribution to the objectives of the Youth Employment and Migration **thematic window**, and the Millennium Development Goals at the local and/or country level.

5. The Programme end date after the approval by the Secretariat of an eight months no-cost extension is 30 August 2012.

6. The YEM aims to provide skills development and livelihood opportunities to the youth<sup>3</sup> with particular attention to migrant youth, including returnees and demobilised soldiers. Twenty-one years of civil war have left an entire generation without access to education. The signature of the Comprehensive Peace Agreement (CPA) in 2005 is providing an enabling environment for more than four million displaced people to return to their homes throughout Sudan.

**7. The Programme Partners and evaluation stakeholders in Sudan are:** Food and Agriculture Organization of the United Nations (FAO), International Labour Organization (ILO), International Organization for Migration (IOM), Resident Coordinator's Support Office (RSCO), United Nations Development Programme (UNDP), United Nations Programme on HIV/AIDS (UNAIDS), United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF), United Nations Industrial Development Organization (UNIDO) (Co-chair), United Nations Volunteers (UNV), Federal Ministry of Youth & Sports (FMoYS) (Co-chair), Federal Ministry of General Education (FMoGE), Federal Ministry of Labour, Public Reform & Administrative Development (FMoLPRAD), Federal Ministry of Industry (FMoI), Federal Ministry of Agriculture & Forestry (FMoAF), Federal Ministry of Health (FMoH), Central Bank of Sudan, Microfinance Unit (CBOS-MFU), National Council for Literacy & Adult Education (NCLAE).

8. The MDG-F Secretariat visited the Programme<sup>4</sup> from 2 to 6 November 2009. The main aspects/concerns covered by the mission report are: **(1)** Level of consultation and communication in the formulation of the JPs. **(2)** Extension of the Joint Programme by six months after delays encountered in the start up of the

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<sup>3</sup> The United Nations defines 'youth', as those persons between the ages of 15 and 24 years (A/36/215 and resolution 36/28, 1981). This is also the main target group referred to in this document. Some activities, however, will include young people that are older than 24, and in line with the definition of the FMoYS that define youth as between the ages 18 and 30.

<sup>4</sup> The mission could only cover Khartoum for logistical reasons.



programme. (3) Difficulties between operating in North and South Sudan became more evident. (4) The importance of the role of the UN Resident Coordinator to mediate discrepancies or disagreements between UN agencies. (5) Limited communication between the programme teams in the North and the South. (6) For security reasons and growing tension in the state of Abyei, the inception mission<sup>5</sup> proposed to the Programme Management Committee to replace this area of intervention by North Kordofan. (7) The Government representatives expressed interest and commitment to pursue the joint programme. (8) The length of the JP was agreed to be two and a half years. (9) The budget should be disaggregated by activity and budget category; the proposed activities should be more specific and indicate the targeted amounts/units. (9) To improve the flow of information between the Resident Coordinator's Office and the JP teams and vice versa. (10) More regular communication with the Secretariat will also be appreciated.

9. The motivations for the implementation of this mid-term evaluation are **to generate knowledge, identifying best practices and lessons learned and improve execution of the Programme during its remaining implementation.**

10. **The evaluation has been developed with a very important limitation**, the inability to travel to the states in which Programme activities are taking place, as a consequence the mission only covered Khartoum. As a consequence **only a few beneficiaries and state level stakeholders were interviewed.**

11. The evaluation was conducted by Carlos Carravilla, founding member and member of the board of the *Col·lectiu d'Estudis sobre Cooperació i Desenvolupament (El Col·lectiu)*<sup>6</sup>, external consultant specializing in tools and methodologies of international cooperation.

## 2. EXECUTIVE SUMMARY

12. The Youth, Employment and Migration Joint Programme is working in a complex **scenario strongly marked by emergency and conflict situations** that have been affecting the territories of execution and, therefore, the execution itself, causing delays and the need to redesign operational plans. This is **not a**

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<sup>5</sup> Replacement of Abyei by North Kordofan was jointly decided by RCSO and host Government also because Abyei require more of reconstruction interventions.

<sup>6</sup> <http://www.portal-dbts.org/>

**normal developmental context but partners have showed a great capacity to adapt to the situation and make the Programme progress.**

13. Some **significant events** (2010 Sudan presidential and parliamentary elections in April. Sudan - South Sudan separation on 9 July 2011. War in BNS starting in September 2011 and in SKS between the Army of Sudan and the Sudan People's Liberation Movement-North starting in June 2011) that have taken place in Sudan since the Inception Mission have affected **national context**.

14. Programme's **relevance to the context, Federal and State Government priorities and beneficiaries' needs**, once reshaped after the Inception Mission, **can be qualified as good**. However, **possible relevance mismatches caused by the events described in last paragraph** will require **attention and enhanced coordination** amongst partners in the coming months.

15. The Federal Ministry of Youth and Sports (FMoYS) created the **National Youth and Employment Scheme (NYES)** to respond more adequately to the challenges posed by the YEM and to one of the most urgent needs of Sudanese youth such as unemployment. The formation and further involvement of this unit in the implementation of YEM allow stating that the levels of **national leadership and ownership of the Programme are excellent**. Also, the existence of the NYES has to be considered as an **important sustainability factor** of the benefits delivered by the YEM.

16. Most partners noted during the evaluation mission the good performance of UNIDO as lead agency.

17. The **redesign of the intervention after the Inception Mission is clear and there is a good level of internal consistency**, since it seems that the relationship between activities, outputs and outcomes is appropriate. The only deficiency is that **the design of outcomes, outputs and activities is neither gender sensitive nor sensitive to ethnic differences**.

18. The **Programme**, although some activities were designed to address women's needs following the consultations during the Inception Mission, **cannot be qualified as gender sensitive**. An **initial gender sensitive participatory assessment should have been carried out** as a prerequisite to then design and implement introducing the gender perspective.

19. The YEM is relevant to **UNDAF 2009-2012 Outcome**: “By 2012, poverty, especially amongst vulnerable groups is reduced and equitable economic growth is increased through improvements in livelihoods, decent employment opportunities, food security, sustainable natural resource management and self reliance”. The JP also contributes to the following related **UNDAF sub-outcome**: “Individuals and communities especially youth and vulnerable groups (particularly ex-combatants, mine victims, children and women associated with armed groups) have access to improved income generation opportunities and employment through decent work”.

20. The Programme clearly contributes to the attainment of **Millennium Development Goal (MDG) 1, target 1.B. Achieve full and productive employment and decent work for all, including women and young people**. There is also a contribution towards **MDG 5**: Improve maternal health, and **MDG 6**: Combat HIV/AIDS, malaria and other diseases.

21. **Contribution of YEM to the United Nations reform**: Since the YEM is relevant to the UNDAF 2009-2012, there is some contribution to the One Programme principle. **The evaluation mission detected no other contributions to the United Nations Reform**. To complete the last statement it has to be mentioned that the role played by the RCSO couldn't be properly assessed since part of the staff was new in the country, including the RC himself. On the other hand, there have been several **experiences of joint implementation** that have to be considered successful and **very valuable**. Agencies are having their **first experience of joint working and are dealing for the first time with its complexities and trying to face them**, which has to be **assessed as a positive process**. Next joint experiences in Sudan will probably learn from this one and will be much more successful. The YEM is a very valuable one first step of an exceptionally complex process.

22. **Paris Declaration and Accra Agenda for Action: Ownership and alignment are adequate**. The MoYS demands **more information sharing**, especially referring to details of budgets, something necessary **to enhance mutual accountability**. **Harmonization: Overlaps** in the implementation of activities and the involvement of certain **agencies in activities out of their area of expertise are hampering harmonization**.

23. Joint Programming, **when performed in a balanced manner in terms of the number of agencies**

**involved depending on their area of expertise can bring valuable benefits**, but when the number of agencies is as high as in the case of YEM some unwanted effects may occur that can **compromise the Programme efficiency**: **(1)** Extreme difficulty to coordinate actions, **(2)** activities overlap and **(3)** an increase in running costs that could have been possibly avoided. It would be recommendable for future interventions to look carefully at the **balance between the number of agencies involved with respect to the development needs to be addressed**.

24. **Lessons learned highlighted by the leading agency**: **(1)** Preparatory and mobilization phases should be incorporated in JP design. **(2)** The different procurement procedures of some participating agencies delay implementation and obstruct desired synergy. **(3)** Reliance on sub-contracting implementation has proved to be challenging, as availability is limited in some countries. **(4)** Inclusion of short awareness sessions on HIV-AIDS and women reproductive health as crosscutting themes in training programmes increase information dissemination. **(5)** In post conflict areas, recurrence of instabilities should be an anticipated risk in the design, and mitigating measures should be identified in advance.

25. At the moment of the evaluation **the major problem the YEM is facing is accessing he states**: The Government is not allowing international staff accessing SKS from June 2011 and BNS from September 2011. Permissions to access NKS have also been hampered by additional travel permits from the National Security Office. This situation has provoked **the need for a no cost extension**.

26. The **National Steering Committee endorsed last 22 November an eight months no cost extension**. After the NSC has approved the extension, considering the serious difficulties partners are having at the present time to implement activities in some locations and that the adequate measures to continue normal execution have been taken, the **evaluation recommends the approval of the eight months no cost extension by the MDG-F Secretariat**.<sup>7</sup>

27. **Substantial communication and coordination between YEP in South Sudan and YEM in Sudan at the time of evaluation is poor** in general terms, although there are some exceptions prior to the separation of South Sudan. It has to be understood that due to the common recent history between Sudan and South Sudan, **the disconnection between the two countries and between the JPs developed in them is logical**.

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<sup>7</sup> The no-cost extension was approved by the MDG-F Secretariat before the end of the mid-term evaluation process.

28. The Programme will end on 30 August 2012.

### 3. DESCRIPTION

#### 3.1. THE INTERVENTION

29. The JP **Creating Opportunities for Youth Employment in Sudan** aims to provide skills development and livelihood opportunities to the youth<sup>8</sup> with particular attention to migrant youth, including returnees and demobilised soldiers. Twenty-one years of civil war have left an entire generation without access to education. The signature of the Comprehensive Peace Agreement (CPA) in 2005 is providing an enabling environment for more than four million displaced people to return to their homes throughout Sudan.

30. The **main objective of the initial JP** was to develop capacity for youth employment creation with particular reference to migrant groups through the following three outcomes: **Outcome 1.** Employment creation for migrant youth is mainstreamed into national development framework. **Outcome 2.** Policies and measures are in place to help young returnees enter and remain in the labour market. **Outcome 3.** Innovative interventions to create concrete employment and training opportunities for the youth developed and implemented in six states.

31. **Intervention Strategy:** (1) Holistic approach. (2) Building coordination capacity. (3) Responding to regional differences. (4) Participatory approach. (5) Building on National Priorities and Strategies. (6) Sustainability and complementarities with ongoing Programmes.

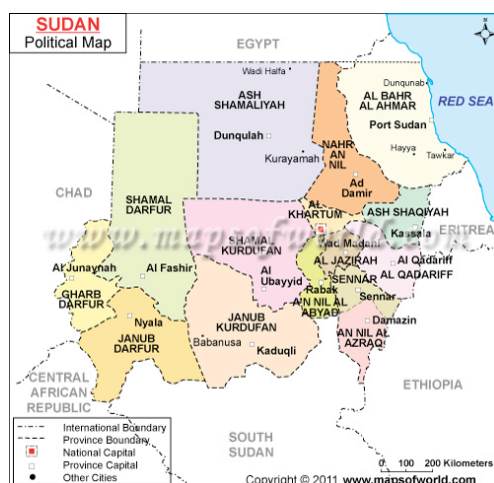
32. The stakeholders of this evaluation are described in paragraph 6. **The areas of intervention are: North Kordofan State (NKS), South Kordofan State (SKS) and Blue Nile State (BNS).** The end date of the intervention is 30 August 2012 after the eight months no-cost extension endorsed by the National Steering Committee (NSC) on 22 November 2011 was awarded by the MDG-F Secretariat.

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<sup>8</sup> The United Nations defines 'youth', as those persons between the ages of 15 and 24 years (A/36/215 and resolution 36/28, 1981). This is also the main target group referred to in this document. Some activities, however, will include young people that are older than 24, and in line with the definition of the FMoYS that define youth as between the ages 18 and 30.

33. **Other key stakeholders** in the evaluation process are intermediate MDG-F Secretariat, the Evaluation Reference Group (ERG), the Joint Programme Management Committee (PMC), the National Steering Committee (NSC) and all those involved in the activities of the JP.

Figure 1. Location of the JP



Source: [www.mapsofworld.com](http://www.mapsofworld.com)

34. According to the first semester of 2011 report, the quantization of persons and entities involved in the PC (both Sudan and South Sudan) is summarized as:

Table 1. People and organizations involved in the PC

Direct beneficiaries	Men	Women	Institutions	Local institutions
Targeted number	2738	1862	7	45
Reached number	1445	2357	8	53
Difference between targeted and reached	1293	- 495 <sup>9</sup>	- 1	- 8
Indirect beneficiaries	Men	Women	Institutions	Local institutions
Targeted number	0	0	1	11
Reached number	1030	584	62	55
Difference between targeted and reached	-1030	-584	-61	-44

Source: 1<sup>st</sup> semester 2011 monitoring report

<sup>9</sup> A negative difference means that the reached number is higher than the planned one.

35. **Management and Coordination Arrangements:** The Federal Ministry of Youth and Sports (FMoYS) was appointed by the Ministry of International Cooperation as national focal point for the YEM. The **National Steering Committee** consists of: The Resident Coordinator (co-chair), the FMoYS, that was also appointed by the Ministry of International Cooperation as representative of the Government in the NSC (co-chair), as well as a representative of the Spanish Embassy. The NSC is responsible for overall coordination and oversight of the JP. A **Joint Programme Management Committee** (PMC) was established to adequately respond to Programme coordination, management and reporting requirements. **UNIDO is the lead coordinating agency** for the JP. It will promote an integrated approach to the JP internally among participating organizations and partners. As lead agency, UNIDO is also responsible for compiling and submitting narrative JP progress reports to the NSC on a quarterly basis.

Table 2: Joint Programme Management Committee for Sudan

Joint Programme Management Committee for Sudan	
Federal Ministry of Culture, Youth & Sports (FMoYS) (Co-chair)	FAO
Federal Ministry of General Education (FMoGE)	ILO
Federal Ministry of Labour, Public Reform & Administrative Development (FMoLPRAD)	IOM
Federal Ministry of Industry (FMoI)	RSCO
Federal Ministry of Agriculture & Forestry (FMoAF)	UNDP
Central Bank of Sudan, Microfinance Unit (CBOS-MFU)	UNAIDS
National Council for Literacy & Adult Education (NCLAE)	UNESCO
	UNFPA
	UNICEF
	UNIDO (Co-chair)
	UNV

36. **Coordination mechanisms that were not in the original design of the JP:** The Joint Programme has devised several coordination mechanisms that were not in the original design of the JP in order to enhance implementation: In addition to National Programme Management Committee meetings, **(1) State Management Committee meetings** also take place on a quarterly basis to discuss progress on the state level with state counterparts and enhance coordination between the different agencies and counterparts at the state level. Also, **(2) YEM units** were established with permanently assigned Ministry of Youth and Sports staff at the state level.

## 3.2. CONTEXT<sup>10</sup>

### General

37. Sudan has been continuously challenged during its modern history and emerges from one of Africa's longest civil wars. In 1955 just as the country was gaining its independence from the United Kingdom and Egypt, a conflict escalated in the Southern part of the country, which was temporarily settled in 1972 before it resumed and escalated in 1983. The civil war lasted for over two decades until the Government of Sudan and the Sudan People's Liberation Movement/Army (SPLM/A) signed the **Comprehensive Peace Agreement** (CPA) in January 2005. As a result of these 22 years of civil war an estimated 2 million people have died and 4 million others displaced.

38. As Africa's longest war was coming to an end, another conflict that had erupted in 2003 during a drought crisis had already engulfed the three Darfur states killing over 200,000 people and forcing more than two million persons to flee their homes. Following months of negotiation and pressure from the international community, Abuja peace talks led to the signing of **Darfur Peace Agreement** (DPA) by the Government and a faction of the SLM/S in Abuja in May 2006. The DPA deal did not succeed in bringing peace and stability to the people of Darfur. In the Eastern part of the country, prolonged drought and famine combined with high levels of underdevelopment have led to a low-intensity conflict over the past decade and this is being settled with the signing of the 2006 **Eastern Sudan Peace Agreement** (ESPA).

39. Today, with the three peace agreements and the ongoing efforts to reach a lasting and comprehensive peace deal in Darfur, Sudan has its greatest opportunity in a generation to consolidate and sustain peace and improve the lives of all Sudanese.

40. Poverty is widespread in Sudan. UNDP's 2011 Human Development Report ranked the country 153 among 177. According to a recent joint World Bank-UNDP mission, about 60-75% of the population in the North are estimated to be living below the poverty line of less than US \$1 a day.

41. **The hardest hit by poverty are people living in rural areas, in particular women and internally displaced people** (IDPs) who constitute about 12% of the population<sup>11</sup>. The lack of formal schooling and high levels of youth unemployment are turning the potential of the young generation from an asset into a

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<sup>10</sup> Source: <http://www.sd.undp.org/>

<sup>11</sup> <http://www.sd.undp.org/>



challenge for the future. The most deprived areas in the country are the Blue Nile State, Kordofan, Darfur, Kassala and Red Sea areas. Besides Khartoum State, the infrastructure (roads, railways, power and water) is either non-existent or underdeveloped across the country.

### **South Kordofan State Background<sup>12</sup>**

42. Southern Kordofan State (SKS) is a province in central Sudan situated at the frontier between Sudan and South Sudan. The state, covering an area of 158,355 km<sup>2</sup>, inhabitants' size is 1,406,000. The state, whose capital is Kadugli, was founded in 1974 when the Greater Kordofan area was been divided into two provinces (North and South Kordofan). The State Government is headed by a Wali, appointed by the President as an interim arrangement until some pending elections are organized. Administratively, the state is divided into 9 urban towns and 14 rural towns. Southern Kordofan was the theatre of a prolonged conflict between the Government and the SPLM/A. The Conflict was resolved through the Comprehensive Peace Agreement (CPA) between the Government and the SPLM/A in 2005 and through which a specific protocol of power and wealth sharing for South Kordofan State was incorporated. The state is characterized by its diversity and by the multiplicity of ethnic groups (mainly from Nuba and Arab origin). This diversity is clear in the number of tribal divisions. The state has 9 Nazir (tribal leaders of a main group) and 316 Umdahs and Mukok. This diversity is the source of strength in the state, but could turn into a source of weakness and conflicts without fair and equitable management of natural resources and development.

### **North Kordofan State Background<sup>13</sup>**

43. North Kordofan State (NKS) is located in the central Western part of Sudan at the Northern edge of the savannah belt. The region is semi-arid and characterized by recurrent episodes of drought, which leads to increasing desertification. North Kordofan area is 244.700 km<sup>2</sup>; inhabitants' size is 2,920,000 and represents 7.5% of the total population of the country. North Kordofan is divided into 9 localities 45 units. The executive branch at the locality is headed by a Commissioner. El-Obeid is the capital of the state, while other major cities and towns in North Kordofan are Bara, El-Nehood, El Gebir, El-Rahad, Umm-Rwaba, Taiyara, Umm-Debbi, Umm-Qantur and Umm-Saiyala. Arabic is the main and most widely spoken

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<sup>12</sup> Extracted from: Youth Labour Market Survey. South Kordofan State Report, Sudanese Development Initiative and North South Consultants Exchange, December 2010.

<sup>13</sup> Extracted from: Youth Labour Market Survey. North Kordofan State Report, Sudanese Development Initiative and North South Consultants Exchange, December 2010.

language in the Greater Kordofan Region. The economy is largely agriculture based, focusing on growing crops such as watermelon seeds, hibiscus, Gum Arabic, peanuts, and livestock breeding. The industry and service sectors, however, are also developed and growing in the relatively peaceful and stable environment, which North Kordofan enjoys. A significant part of the population still lives below acceptable standards in many parts of the state, and urban poverty is rife. Investment in infrastructure has been beneficial, but its sustainability is jeopardized by insufficient knowledge transfer and uneven coverage. Livelihood opportunities are greater in the capital than in many parts of the state, but the swelling of the city has put pressure on services and infrastructure. Despite some government efforts, rapid urban development has not been supported by adequate pro-poor spending, land allocation or basic services.

### **Blue Nile State Background<sup>14</sup>**

44. The Blue Nile state (BNS) is located in the Southeast of Sudan. It covers an area of 38,500 Km<sup>2</sup> and features an estimated population of 832,000. The most densely populated areas are the northern, western and central areas of the state. 75.5% of the total population is living in rural-dwellings. The structure of the state's administration has changed several times from 1952 until now. Since 2005, the Blue Nile State is one of three transitional areas covered by special provisions in the Power Sharing Agreement of the Comprehensive Peace Agreement. As a consequence, political posts are split between the National Congress Party and Sudan People Liberation Movement. The State Government is headed by a Wali. Ed-Damazin is the capital of the state where the Government is stationed and serves as the administrative centre for the state. As a border state between Sudan and South Sudan, Blue Nile was part of the war zone during the decade-long civil war. Due to its geographical location, the Blue Nile State has been part of the conflict between the Government and the Sudan People's Liberation Army (SPLA) and was particularly hardly hit by the war. The devastating conflict left severe scars on the physical, human and economic assets of the state. The area has been heavily mined, particularly along access roads and despite clearing efforts, mines remain one of the biggest security obstacles to the economic and social rehabilitation of the state. The Blue Nile State has been confronted with unique challenges on the road to peace and recovery, including an influx of returnees (both refugees and internally displaced persons), widespread poverty, insecurity, large number of ex-combatants who would constitute threats to peace and stability, if not disarmed and integrated in the society.

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<sup>14</sup> Extracted from: Youth Labour Market Survey. Blue Nile State State Report, Sudanese Development Initiative and North South Consultants Exchange, December 2010.

## 4. CHARACTERISTICS OF THE EVALUATION

### 4.1. OBJECTIVES OF THE EVALUATION

45. This mid-term evaluation has the following **specific objectives**: **(1)** To discover the Programme's **design quality and internal coherence** and its **external coherence** with the UNDAF, the National Development Strategies and the Millennium Development Goals, and find out the degree of national **ownership** as defined by the Paris Declaration and the Accra Agenda for Action. **(2)** To understand how the joint Programme operates and assess the **efficiency** of its management model in planning, coordinating, managing and executing resources allocated for its implementation, through an analysis of its procedures and institutional mechanisms. This analysis will seek to uncover the factors for success and limitations in inter-agency tasks within the One UN framework. **(3)** To identify the Programme's **degree of effectiveness** among its participants, its **contribution to the objectives of the Youth Employment and Migration thematic window**, and the **Millennium Development Goals** at the local and/or country level.

### 4.2. APPROACH AND METHODOLOGY

46. **This is an individual, formative (the main goal is to learn how to do things better) mid-term evaluation that has been carried out following a qualitative design.** Qualitative research allows to put people and their experiences at the centre of the evaluation process. The evaluation approach has been characterized by wanting to serve as a learning process essentially participatory and inclusive, giving voice to different population groups and institutions involved in the JP.

47. The evaluation has been carried out under a **gender perspective** provided by **(1)** by including specific information requirements on each of the evaluation criteria and **(2)** by the introduction of an evaluation criterion to study just gender issues. In particular, the following aspects have been analyzed: **(1)** Collection and management of information related to gender in different stages of the JP. **(2)** Implementation of mechanisms to ensure women's active participation in all activities and all areas of discussion and decision. **(3)** Prioritization of women's organizations in the selection of local partners. **(4)** Inclusion of specific interests of women in the development of the JP.

### 4.3. INFORMATION COLLECTION TOOLS

48. The **basic tool** in this study has been the **interview**. The types of interviews applied have been, in increasing order of structuring: casual conversation, guided interview and standardized open-ended interview. Document review has also been used as well as direct observation. Other technique used has been focus group sessions.

49. The gender analysis has been based in the application of the **Harvard Analytical Framework**. It has three main components: an **activity profile** ('who does what?'), an **access and control profile** ('who has access and who controls what?'), and an **analysis of influencing factors** ('how does gender influence the profiles?'). This framework has been applied indirectly, through the inclusion of its components in the various evaluation questions, focus groups sessions, etc.

50. The different tools were applied flexibly in order to achieve their adaptation to the working conditions. A standardized interview became a casual conversation when the interviewee felt more comfortable in an informal situation. The evaluation has taken full advantage of informal spaces where important information was poured spontaneously.

51. **Secondary information sources** used for the evaluation study: YEM Programme Document; YEM semi-annual reports; YEM colour-coded reports; YEM Committed and Disbursed Budget as of September 2011 report; YEM Inception Mission Report; MDG-F Secretariat's mission to Sudan report; Implementation Guidelines for MDG Achievement Fund Joint Programmes (MDG-F, 2009); Planning Behaviour Change Communication (BCC) Interventions: A Practical Handbook, Peter F. Chen, UNFPA Thailand, 2006; Assessing the existing policies towards youth employment among state Government agencies (UNESCO); Strategy Guidelines on functional literacy for youth employment (UNESCO); Youth Labour Market Survey-South Kordofan State Report (Sudanese Development Initiative and North South Consultants Exchange, December 2010); Youth Labour Market Survey-North Kordofan State Report (Sudanese Development Initiative and North South Consultants Exchange, December 2010); Youth Labour Market Survey-Blue Nile State Report (Sudanese Development Initiative and North South Consultants Exchange, December 2010); Summary report on Public Employment Services Training in Sudan (YEM);

Report on UNIDO skills training (UNIDO); <http://www.sd.undp.org/>, <http://www.internal-displacement.org/>, <http://www.un.org/millenniumgoals/>, <http://www.oecd.org/>, <http://www.eval.org/>

52. The following participative work sessions took place: **(1)** presentation of the evaluation methodology to the Evaluation Reference Group with suggestions and inputs on the proposed evaluation matrix. **(2)** Workshop dedicated to the contextualization of conclusions and recommendations with the Evaluation Reference Group at the end of the evaluation mission.

#### 4.4. EVALUATION PRINCIPLES<sup>15</sup>

53. **Independence** is attained through ensuring independence of judgment is upheld such that evaluation conclusions are not influenced or pressured by another party, and avoidance of conflict of interest, such that the evaluator does not have a stake in a particular conclusion. **Impartiality** pertains to findings being a fair and thorough assessment of strengths and weaknesses of a project or programme. This requires taking due input from all stakeholders involved and findings presented without bias and with a transparent, proportionate and persuasive link between findings and recommendations. **Transparency** requires that stakeholders are aware of the reason for the evaluation, the criteria by which evaluation occurs and the purposes to which the findings will be applied. Access to the evaluation document should be facilitated through findings being easily readable, with clear explanations of evaluation methodologies, approaches, sources of information and costs incurred.

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<sup>15</sup> American Evaluation Association

## 5. FINDINGS BY LEVEL OF ANALYSIS AND INFORMATION NEEDS

### 5.1. DESIGN LEVEL

#### 5.1.1. Relevance

##### Context, governmental priorities and beneficiaries' needs

54. Some **significant events** that have taken place in Sudan since the Inception Mission have affected **national context**: (1) 2010 Sudan presidential and parliamentary elections in April; (2) Sudan-South Sudan separation on July 9<sup>th</sup> 2011; and (3) war in SKS<sup>16</sup> between the Army of Sudan and the Sudan People's Liberation Movement-North (SPLM-N) starting in June 2011.

55. The evaluator only met six beneficiaries involved in two activities: Two men and two women who had participated in the training supported by ILO in South Kordofan State (SKS); and one man and one woman who were participating as volunteers in the component promoted by UNV together with the Delinj University in SKS. The main **problems among the youth** highlighted in these two meetings were, in order of importance: (1) **Education** and (2) **unemployment**. Necessities for **more specialized technical training and access to micro credit/grants** to start their own business were also important concerns mentioned by these young men and women. **These views are only indicative and cannot be considered representative of the experiences of the 2,500 YEM beneficiaries.**

56. "To validate the appropriateness of the project design as approved on 30 November 2008 to the current situation and needs of the target beneficiaries, the **Inception Mission** was organized and undertaken jointly by the UN Implementing Agencies and main Government counterpart ministry, Federal Ministry of Culture, Youth & Sports. UNIDO spearheaded the organization and execution of the mission as the lead UN coordinating agency for the Northern States. The **Inception Mission commenced on October 4, 2009**, upon the arrival of UNIDO's International Expert for the YEM Project, to culminate after the deliberations and approval of the Inception Mission Report by the NSC scheduled on November 8, 2009."<sup>17</sup>

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<sup>16</sup> The way the Programme is adapting to the war in SKS is covered as part of the efficiency analysis.

<sup>17</sup> Annex 1: Inception Mission Report

57. Inception Mission workshops in the different states showed that **beneficiaries needed short-term marketable skills training** to generate immediate income and **not highly specialized training** as there is no market for that.

58. The evaluation mission had the opportunity to verify through interviews with the partners that the **Inception Mission allowed adapting** the initial Programme to the Sudanese reality through a **participative process** that included visits to the states for consultations with state level governments, institutions and beneficiaries to get knowledge about **local particularities and design activities adapted to them**. It can be stated that the **YEM is relevant to the context, Federal and State Government's priorities and beneficiaries' needs**.

59. Programme's **relevance to the context, Federal and State Government priorities and beneficiaries' needs**, once reshaped after the Inception Mission, **can be qualified as good**. However, **possible relevance mismatches caused by events 1 and 2** described above will require **attention and enhanced coordination** amongst partners in the coming months.

60. The National Youth Employment Scheme has two **concerns that cannot be considered as design relevance mismatches**: **(1)** The NYES<sup>18</sup> has now different priorities than those that the Government had before the Programme started: Now the interest is in an intervention covering post-conflict areas rather than conflict areas where execution would naturally be hampered by the security restriction, or in nearby states where people in war situations would regularly run to, e.g. Khartoum State is one of the most targeted states by IDPs and has the highest presence of youth as well as the highest rates of youth unemployment. **Working following theses new priorities doesn't seem to be a realistic option** since it would involve a dramatic redesign of the intervention and abandoning beneficiaries that have been working with the Programme since its beginning, although a coordination effort could be made to readapt activities to some extent. **(2)** The Programme has trained beneficiaries with high quality but has had no impact on unemployment<sup>19</sup> so far. Also some beneficiaries who attended trainings during the first half of the Programme now feel the **need to move forward and become more specialized** by attending further

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<sup>18</sup> The NYES didn't exist at the time of the Inception Mission

<sup>19</sup> Although beneficiaries trained by FAO and UNIDO are applying skills to earn income it cannot be said that there is a real impact on unemployment.

advanced trainings and to access to **micro credits** to develop businesses once they've got the required basic knowledge. It's necessary to mention that the components related to **linking trainees to the private sector and to delivering micro grants and micro credits haven't been developed yet**, so the contribution to reduce unemployment expected by the NYES and credits delivery demanded by trainees will happen during the last months of implementation. Additionally UN agencies agree to provide advanced trainings if budget allows.

61. The **National Youth Employment Scheme (NYES)**, as a department within the FMoYS, didn't exist during the Inception Mission, so the participation of the Government probably couldn't meet the quality that the new department would have provided from its expertise.

62. Activities to enhance **relationships between trained youth and the private sector or to help trainees to start their own business**<sup>20</sup>, in the opinion of the NYES and the Department of Policies, Planning and Research of the Federal Ministry of Labour, can have a **positive impact on youth unemployment and should be delivered with high coordination**.

### Design, internal coherence and monitoring indicators

63. The Programme is **based on a good description of problems**<sup>21</sup> that **would be complete if it covered specific problems of women, minorities and ethnic groups**<sup>22</sup> in the areas of intervention.

64. The **design of the intervention is clear and there is a good level of internal consistency** since it seems that the relationship between activities, outputs and outcomes is appropriate. The only deficiency is that **the design of outcomes, outputs and activities is neither gender sensitive nor sensitive to ethnic**

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<sup>20</sup> These activities are: **(1)** UNIDO, FMoYS, SMoF-IU: Activity included in **Output 3.5**: Establish linkages with local industries to arrange for internship. **(2)** ILO, FMoYS and State Ministry of Finances-Industrial Units (SMoF-IU): All the activities corresponding to **Output 3.6**. Local capacity of running training for micro and small enterprises and developing cooperatives/associations enhanced at state level. **(3)** UNDP, SMoYS, SMoF-IU and Central Bank of Sudan: All the activities corresponding to **Output 3.7**. Micro finance capacity building and micro-business start-up supporting mechanisms established for boosting youth self employment.

<sup>21</sup> Annex 1. Inception Mission report

<sup>22</sup> Because national data are not disaggregated by ethnic groups, it becomes very complex to identify the most vulnerable ethnic groups in each of the states, and therefore, although once in the territory the various partners are working to incorporate vulnerable groups, systematic knowledge would be required not to work on the basis of perceptions and prejudices.



**differences.** Outputs and activities were agreed upon after Inception Mission and after a series of coordination meetings. The outputs were then presented and approved during a National Steering Committee Meeting. Activities are well described, consider participation of different partners and can be qualified as adequate to achieve the planned outputs.

65. The resulting **Outcomes and Outputs Framework after the reshaping process** is very similar to the initial one: **(1)** Outcomes are identical to those in the initial framework; **(2)** outputs are very similar to the original ones but more specific; and **(3)** indicators/targets are again similar to the original ones but slightly improved by being more precise, although some of them are not easy to measure, especially the qualitative ones. It can be stated that **the reshaped framework is an improved version of the initial one**, with increased relevance to the context, governmental priorities and beneficiaries' needs.

66. Every output has one or more relevant targets/indicators to be reached at the end of the Programme. There are too many **qualitative indicators/targets that are difficult to measure**. This makes it difficult to have a clear picture of the state of progress of the program as a whole. **Also, indicators/targets are neither gender sensitive nor sensitive to ethnic differences.** They refer to products and activities more than changes in life conditions of people, nevertheless it has to be taken into account that it's really complicated to measure changes in life conditions in the short term in an intervention like the JP that will produce effects at medium and long term. Additionally, it has to be mentioned that the lack of national data disaggregated by ethnic groups also complicates the task of designing targets sensitive to ethnic differences.

#### **External coherence with the UNDAF and the National Development Strategies**

67. **The JP is relevant to the Sudan UNDAF 2009-2012 Outcome 3 Livelihood and productive sectors:** "By 2012, poverty, especially amongst vulnerable groups is reduced and equitable economic growth is increased through improvements in livelihoods, decent employment opportunities, food security, sustainable natural resource management and self reliance". The JP contributes to **the Sudan UNDAF 2009-2012 sub-outcome 2** "Individuals and communities especially youth and vulnerable groups (particularly ex-combatants, mine victims, children and women associated with armed groups) have access to improved income generation opportunities and employment through decent work".

68. YEM contributes directly to the **FMoYS's Strategy for Training Five Million Youth**. The Ministry signed a Memorandum of Understanding with Sudan University stating that the University would support the development of a strategy and defining baselines that would define job demand and training priorities. This strategic plan recognises that the alignment of vocational training and education outputs to labour market needs would increase employment opportunities. In addition and according to its Vision and the recommendations of the **First National Consultative Forum on Microfinance 2007** endorsed by the Central Bank of Sudan, the need to support vulnerable groups like youth by increasing their access to financial services and building their capacities is emphasized as well.

### 5.1.2. Ownership in the design

69. **Governmental partners** responding to the Government Partners Questionnaire (GPQ) agreed to highlight their **complete involvement in every stage of the YEM**: designing, planning, implementation. From the Inception Mission report, interviews, answers to the mentioned questionnaire and final workshop of the evaluation mission, it can be stated that **Government authorities at the Federal and State level had opportunities to fully participate in the reshaping and planning stages of the YEM**. With regard to beneficiaries, all information gathered points to a good participation on their part in the design of the intervention.<sup>23</sup>

## 5.2. PROCESS LEVEL

### 5.2.1. Efficiency

#### Management model

70. The management of the YEM is structured as follows: **(1) National Project Management Committee**: UNIDO as the leading agency chairs this committee with the FMoYS as co-chair. The committee meets quarterly for oversight and guidance to Programme implementers. **(2) State Project Management Committees** ensure coordination and collaboration at the states. The state committees meet quarterly, a

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<sup>23</sup> Please note that the evaluation mission was unable to travel to the states and the evaluator could only meet six beneficiaries, three men and three women.

week before the scheduled National Project Management Committee meetings. **(3) YEM Project Units within the State Ministry of Culture Youth and Sports (SMoYS) and FMoYS** institutionalizes project assistance services and builds institutional capacity and continuity beyond the project. This scheme was designed to promote good coordination and collaboration among UN implementing agencies and counterpart ministries as well as to establish linkages among the state and federal levels. These **YEM Project Units** are formed within the SMoYS, where an office is designated and three or four staff members are assigned to work with UN implementing agencies. Staffs participate in trainings conducted by the Programme. YEM Units were equipped with computer and printer.

71. UN agencies and Government partners believe that the management model is well organized and conducive to achieve outputs and outcomes<sup>24</sup>. The evaluation mission could verify that **the model seems to have been working correctly in Khartoum** but couldn't verify its performance at state level.

72. Some UN agencies and Government partners report that there is not clearness about the roles played by the different agencies in the Programme; changes of focal persons in some agencies has contributed to this situation. On the other hand, it seems that the **Operational Plan** included in the Inception Mission Report and the **Quarterly Colour-coded Reports** are quite useful tools that should be enough have a good knowledge about **(1)** which partners are involved in each implementation process and **(2)** what's the overall situation of the YEM at a certain point. Besides these two tools there are a number of **committees** (National Project Management Committee and State Project Management Committees) and **working groups** formed by all the partners involved in particular processes that also seem sufficient to cope with any further management requirements. These confusions about the roles played by each agency are probably due to the involvement of too many agencies, situation that provokes overlaps and coordination difficulties. These two questions are reviewed below under the title **UN agencies procedures and joint programming**.

73. Monitoring reports corresponding to the 2nd semester 2010 and 1st semester 2011 comment some **implementation difficulties** arising from the **multi-agency nature of the JP**: **(1)** Activities of some implementing agencies are dependent on the completion of other agencies' activities, and that caused some delays. **(2)** Difficulty in obtaining information for reporting from ILO and UNESCO at the beginning of the YEM. **(3)** Difficulty in obtaining reporting information from UNFPA.

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<sup>24</sup> Annex 4. Consolidated questionnaire Government

74. **Communication amongst partners:** It can be considered of **good quality** although there have been some normal difficulties: **(1)** Changes of focal persons sent by the Federal Level at the National Programme Management Committee Meetings caused misunderstandings as the new focal persons were not aware of the JP and implementation of activities at the state level. **(2)** Some of the Federal Ministries (Industry and Labour) do not have corresponding counterpart ministries at the state level. Their functions are subsumed by other state ministries (Planning and Economy, Local Governance, etc.) and JP activities with state counterparts have to be reported to the national counterparts by UN implementing agencies.

#### **Interrelationship between the different components of the YEM**

75. There is an interrelationship between the different outputs that can be clearly seen in the Operational Plan included in the Inception Mission report<sup>25</sup>. Some activities related to a given output allow continuity to activities of another output, or propose a continuation of the training provided to the same beneficiaries. This type of situations derived from a joint design generates also joint implementation.

76. Some interesting **cases of collaboration and joint implementation** that have already took place or are planned: **(1)** FMoYS, State Ministry of Finance-Industry Units (SMoF-IU), Central Bank of Sudan (CBoS) and UNDP's Output 3.7 is complementing FMoYS, SMoF-IU and ILO's Output 3.6. **(2)** FMoYS, SMoF-IU, CBoS and UNDP's Output 3.7 complements trainings carried out by other UN agencies. **(3)** FAO is using ILO's technical expertise in forming cooperatives. **(4)** SMoYS, SMoF-IU and UNIDO's Output 3.5 complements FMoYS, SMoF-IU, Federal Ministry of Agriculture and Forestry (FMoAF) and UNIDO's Output 2.5. **(4)** SMoYS, SMoF-IU and UNIDO's Output 3.5 complements FMoYS, SMoF-IU and ILO's Output 3.6. Also, every UNDP output is developed in collaboration: Output 1.4 with CBoS-Microfinance Unit on Microfinance Policies Implementation Guidelines Report, Output 2.3 Labor Market Survey with all UN Agencies, the FMoYS and CBoS where the ToR and study were developed and shared jointly, and Output 3.7 exclusively with NKS Higher Council of Youth, NKS Investment/Microfinance Commission and private sector in Khartoum (DAL Company).

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<sup>25</sup> Annex 1: Inception Mission report

### Pace of implementing towards results

77. Most stipulated **timelines have not been met due to several external factors**: **(1) Establishing institutional arrangements** with Government counterparts and sharing with them the nature of the Programme took some time. **(2) Federal elections in May 2010** led to changes like the Federal Minister of Youth, Culture and Sports and designated counterpart focal persons. **(3) State elections** in two of the target states (South Kordofan and Blue Nile) in April 2011 slowed down implementation after the receipt of the second year's funds in **South Kordofan because of** the eruption of **hostilities** in June 2011, followed by **Blue Nile State** in September 2011.

78. Since June 2011 **Government restrictions** make it difficult for most of the agencies **to access South Kordofan State** and **Blue Nile State**. An alternative implementation of planned activities for South Kordofan was agreed with Government counterparts on 24 September 2011 and an alternative plan for Blue Nile State has been agreed among agencies. These plans are briefly described a little further on, as part of the section entitled **YEM's response to the political and socio-cultural context**.

79. Additionally, **internal factors delaying** implementation can be summed up to **lengthy procurement and disbursement procedures by some UN agencies**.

### Methodologies and tools sharing among agencies and JPs

80. Agencies agree to express that **management tools, templates and formats have been shared** among partners. **Financial management is different, since every agency has its own system**, but no concerns have arisen in this regard during the evaluation mission.

81. There are also examples of **technical tools sharing**: In-take forms prepared by UNIDO and shared with all implementing agencies to capture information about JP training participants from both partner organizations and target beneficiaries. Forms will enable the JP to have demographic and economic statistical information on beneficiaries that will be used to track progress and impact of the assistance services provided by the JP; and **methodologies sharing**: Inclusion of HIV-AIDS awareness sessions in training Programmes and approaching women reproductive health as cross-cutting issues.

82. Also, there has been some knowledge sharing with other JPs at the **Knowledge Sharing Workshop on Youth, Employment and Migration** organized by MDG-F from 30 March to 1 April 2011 in Budapest. YEM Programme Coordinators and leading counterparts from Asia, Africa and Europe participated. The workshop was a combination of lectures, presentations and discussions of challenges and best practices.

83. It seems that the **relationship between the Youth and Employment Programme in South Sudan and the YEM is poor at the moment of evaluation**, although there are some exceptions: **(1)** UNIDO shares information with South Sudan in PMC meetings; UNIDO also consolidated documents for the processing of the second funds release. **(2)** UNIDO's office in Wau reports to UNIDO's office in Khartoum and sometimes UNIDO experts from Khartoum travel to South Sudan for training purposes. ILO in South Sudan consolidates reports from both countries, so ILO in Juba is updated about how the YEM is progressing. Also, **there were some exchanges prior to the separation** of South Sudan: Implementation experiences in the North were shared during the PMC meetings attended by UNIDO; UNDP shared results of the Labor Market Study; results of NSC meetings prior to the start in the South were shared; compilation and submission for the second tranche funds releases; UNDP Khartoum attended the first YEP PMC meeting in Juba March 2010; UNDP, as Administrative Agent, played extensive role in coordination on provision and administering the JP main equipment (vehicles) and drivers which resulted in smooth operation for the YEP. Such relationships were limited only after the separation of the South. Apart from this cases no further communication/coordination between the YEP in South Sudan and Sudan since separation has been detected. It has to be understood that due to the common recent history between Sudan and South Sudan, **the disconnection between the two countries and between the JPs developed in them is logical**.

#### **YEM's response to the political and socio-cultural context**

84. The analysis situation included in the Inception Mission covered each state in terms of socio-economic, educational, ethnic aspects<sup>26</sup> and identification of community needs regarding market demands. As explained before, there is a good level of **interrelationship between the different components** of the YEM. It can be stated that **certain coordinated response of the YEM to the context is taking place**,

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<sup>26</sup> Annex 1. Inception Mission report

however, **agencies tend to have an individual approach** to the context, depending mainly on the relevant skills of their staff.

85. **Some external difficulties** that delayed implementation as reported in the **1<sup>st</sup> semester 2011 monitoring report**: **(1)** Movement between states: Despite RCSO's help, UN agencies were not given priority on United Nations Mission In Sudan (UNMIS) flights. **(2)** Security situation in the states. For priority on UNMIS flights, YEM raised the issue at UNCT and priority has been accorded as much as possible. Alternatively, travels to the states were done by land, using the JP vehicles after they were available in June 2010.

**The main problem the YEM is facing at the time of the evaluation is accessing the states**

86. The Government is not allowing international staff accessing SKS from June 2011 and BNS from September 2011. Permissions to access NKS have also been hampered by additional travel permits from National Security Office.

87. When hostilities broke up in SKS, YEM initially agreed with the Federal Lead Government Counterpart to shift implementation to North Kordofan, where population had been evacuated. However, South Kordofan State Governor requested not to shift implementation, as this would counter Government efforts to keep returned population in the state believing that the security situation could improve by July or August. On 7 August 2011, the National Programme Management Committee decided to undertake a joint assessment mission to SKS in early September, after the Eid Festivity. Meanwhile, hostilities broke up in BNS on 1 September 2011 and UN access to both states was definitely restricted.

88. Failing to undertake the joint assessment mission, a meeting was arranged in Khartoum among the Federal Ministry of Youth and Sports, YEM and State Minister and Director of Youth on 24 September 2011 wherein an alternative plan was agreed: **SKS**: **(1)** Activities would be implemented in North Kordofan and Khartoum for South Kordofan beneficiaries until resuming activities in the original locations was secure. **(2)** State authorities would have meetings with authorities in Khartoum to discuss allowing JP UN agencies accessing the states again. With regard to **BNS**: UN national staff was allowed to return to the capital, Ed Damazin in late September.

89. Based on the foregoing YEM has pursued the following measures: For **SKS**: Calibrated resumption of activities will be undertaken in North Kordofan and Khartoum for SKS beneficiaries and in secured localities within the state by national staff. For **BNS**: Implementation will be continued in accessible target localities, namely: Ed Damazin, Roseries, Bau and Tadamon by national staff; and activities will be resumed in other target localities when security situation allows. It has to be mentioned that the evaluator couldn't visit the states so no opinions from direct beneficiaries were collected in regards to alternative plans to resume activities that were to be implemented in areas affected by conflicts.

90. These **alternative plans do not seem to affect Outputs and Outcomes** because of the way activities are proposed to be carried out, but since the evaluation did not visit the states the evaluator doesn't have all the information needed to issue a precise conclusion about this matter.

91. The **number of United Nations agencies involved** in an intervention specialized on youth vocational, life skills and business training seems to be oversized, **damaging to some extent the overall efficiency of the YEM** since there is probably no need to involve so many different areas of expertise as those supplied by the participating agencies and **because of the following effects**: **(1)** The **operation costs** of every United Nations agency in a State suffering various conflicts are extremely high, with constraints related to security, communications and infrastructure. **(3) Overlaps** in the implementation of activities carried out by different agencies and agencies involved in areas out of their expertise: **(a)** UNFPA, UNICEF and UNAIDS are delivering training related to reproductive health<sup>27</sup>. **(b)** UNDP has been working on a labour market survey, a highly technical work out of its areas of speciality and which is one of the specialities of ILO. **(c)** UNESCO and FAO are implementing food processing activities. **(4)** A high number of agencies involved means that great efforts and resources are dedicated to **coordination**. The NYES believes that the number of trainees could have been reached with a lower budget through more efficient spending.

92. UNESCO is facing difficulties to implement its YEM components due to a complicated administrative relationship with UNESCO's Headquarter in Paris. At the moment of the mid term evaluation UNESCO's Headquarter still keeps YEM's funds, so the office in Khartoum needs to ask for budget every time an activity is to be carried out in Sudan. The administrative processes involved in sending funds from

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<sup>27</sup> It has to be mentioned that these three agencies are coordinating activities by targeting different groups of beneficiaries.



UNESCO's Headquarter to UNESCO in Khartoum are delaying the implementation seriously and jeopardizing efficiency.

### 5.2.2. Ownership in the process

93. A special department was created within the FMoYS named **National Youth Employment Scheme** responding to the need felt by the FMoYS of having a unit specialized in youth and employment to act as main counterpart for the YEM. This shows a clear **governmental will to lead this Programme** and the **high level of priority that youth and employment issues have for the FMoYS**.

94. In reference to **beneficiaries**, the limited contact with them allowed detecting a good level of ownership, but the evaluation mission could not have enough contact with participants as to issue a conclusion about it.

95. There are some details that could be improved to achieve even better Government ownership: **(1)** Government partners are receiving detailed financial reports from the agencies but, at the same time, the **NYES** requires some additional financial information to track the funds. In response UN agencies are willing to deliver whatever financial information is required, but need more details about the NYES needs. **(2)** Not every Government officer is fluent in English and some documents are delivered in this language, while the official one is Arabic. **(3)** Government partners, both at national and state level report lack of coordination in the implementation of activities. This couldn't be studied in depth at state level but it seems that the situation is that Government is not properly coordinating activities between federal and state levels.

96. **Public resources to contribute to the Programme's goals and impacts:** **(1)** Federal Level: Staff time for coordination and attendance to activities. **(2)** State level: 3 - 4 staff assigned to the JP: YEM units within the SMOYS in NKS, SKS and BNS; office spaces allocated to the YEM Units with furnishings and maintenance; land (1,200 sq. meters) where the Training and Livelihood Centre in Koz is built by IOM in SKS; personnel engaged in implementation of JP activities within the counterpart organizations

## 5.3. RESULTS LEVEL

### 5.3.1. Efficacy

#### Progress to planned goals

97. According to the **Consolidated Quarterly colour-coded Report Q7- June 2011**<sup>28</sup> some outputs are progressing with significant delays: **Output 1.1, Output 2.7, Output 3.1, Output 3.2, Output 3.5 and Output 3.7.** The **main reasons for the delays** are unanticipated **conflicts in the states.**

98. The following table shows the **progress towards goals** according to the Consolidated Quarterly colour-coded Report Q7- June 2011 and the information presented during the initial workshop of the evaluation mission in Khartoum by the partners. Since several targets/indicators are qualitative and describe processes, it's really difficult to assess the global progress level during implementation, although they will allow to assess whether the Programme achieved the planned goals or not at the end of the execution time.

Table 3. Progress to targets September 2011

	OUTCOMES				
Outputs	<b>Outcome 1: Employment creation for migrant youth is mainstreamed into national development frameworks</b>	Agency	Targets	Milestones	Progress level
1.1	Effectively coordinated youth employment initiatives among MoCYS, & integrated multi-sectoral policies developed with relevant ministries	UNIDO	Integrated Action Plan on Youth employment in place	ToR for the Technical Working Group is Complete	Progressing with significant delays
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	UNIDO	Capacities of SKS Industry Unit strengthened, 15 staff trained	5 Staff trained- EDP trainers. 14 Staff trained on Business Planning.	126%

<sup>28</sup> Annex 2. Q7 colour-coded report

1.4	Micro finance policies conducive to youth employment developed with Central Bank of Sudan	UNDP	Technical guidelines developed for microfinance for youth and endorsed by CBOS and UNDP	Khartoum and States level Consultative Workshops conducted including all relevant stakeholders. Final draft of the study-completed incorporating feedbacks from partners.	100%
1.5	Integrated youth and adolescence national plans including guidelines on vocational training developed conducive to youth employment	UNICEF	National sub-sector plan on youth education developed.	National plan completed.	100%
			Youth information database established.	Building institutional capacities for database ongoing.	Qualitative target. Difficult to assess progress.
<b>Outputs</b>	<b>Outcome 2: policies and measures are in place to help young returnees enter and remain in the labour market</b>	<b>Agency</b>	<b>Targets</b>	<b>Milestones</b>	<b>Progress level</b>
2.1	State level action plans for employment developed in 3 states in line with outcomes of youth employment stakeholder forum	ILO	3 Action plans are developed in Y1 (1 per state)	Consultations at the Federal and State level completed.	Progressing with significant delays
2.2	State Plan on functional literacy developed for Blue Nile & Southern Kordofan	UNESCO	State Action Plans for Functional literacy developed	State Action plan completed for BNS and SKS.	66%
2.3	Analysis undertaken on strategic economic sectors, labour force supply and demand and opportunities for youth self employment in 3 States.	UNDP	Labour Market Study for SKS, NKS, BNS	3 Labour Market Studies for the three states completed. 1 consolidated study is completed; Arabic summary for the four studies developed and edited. Comprehensive Validation Workshop conducted involving stakeholders from states and centre.	100% but quality of the study has to be assessed.
2.4	Enhanced capabilities of at least 3 Meso-level delivery institutions per state to implement youth development policies and services	ILO	10 institutions 30 institutions' staff	45 staff trained on public employment services.	No information 150%
2.5	Curricula for short term vocational/technical skills training and	UNIDO	8 Curricula and training material for developed;	7 Curricula and training material developed.	87%

	entrepreneurship development are prepared and public and private training institutions have enhanced management capacity in Southern Kordofan		5 training providers (public and private) strengthened	7 training providers reached.	140%
2.7	Reduced youth vulnerability towards HIV through increased accessibility and acquisition of information, knowledge and life skills on HIV	UNESCO	Awareness session developed as cross cutting theme; HIV session integrated in vocational training	30 minute awareness raising session included in UNIDO training programmes. Module for vocational training institutions developed for pre-testing	Progressing with significant delays Progressing with significant delays
<b>Outputs</b>	<b>Outcome 3: Innovative interventions to create concrete employment and training opportunities for the youth developed and implemented in 6 states (States level)</b>	<b>Agency</b>	<b>Targets</b>	<b>Milestones</b>	<b>Progress level</b>
3.1	ALP and vocational training opportunities available for adolescents with special focus on girls and ex-child soldiers	UNICEF	TOT on ALP curriculum developed. 50 teachers trained; 750 people trained	784 Teachers, Volunteers and Facilitators trained in NKS and BNS	Progressing with significant delays 98%
3.2	Employability of youth improved through adoption of short and medium term literacy skills with special focus on females	UNESCO	Training module developed; 1000 people trained; 60 teachers trained	12 Training modules developed.	100% Progressing with significant delays
3.3	Women empowered to increase employability and benefit from employment opportunities	UNFPA	13 BCC sessions conducted, 5 Awareness raising workshops/sessions conducted	4 BCC sessions conducted 4 Community mobilization/Awareness raising session on Adolescent Reproductive Health conducted; Short sessions on women reproductive health conducted in UNIDO training programs in SKS	31% 80%
3.4	Enhanced employability and empowerment of youth through volunteering assignments	UNV	100 graduates for volunteering assignments	50 volunteers trained and assigned; 692 community members reached	50%
3.5	Vocational and technical skills training and entrepreneurship development courses offered	UNIDO	750 trainees, 30 teachers	25 trainers on EDP, 5 skills trainers 106 Beneficiaries reached	100% 14%

	for youth in Southern Kordofan				
3.6	Local capacity of running training for micro and small enterprises and developing cooperatives / associations enhanced at state level	ILO	15 trainers (ToT) and 400 trainees (ToE) in each state	33 GYB Trainers trained	220%
				856 Beneficiaries trained on GYB	214%
			10 cooperatives established for a total 250-400 beneficiaries		No information
3.7	Micro finance capacity building and micro-business start-up supporting mechanisms established for boosting youth self employment	UNDP	"At least one saving and credit association (ASCA) per community created"	• Partnership with Sudanese Microfinance Development Facility established to potentiate the technical support for the interventions	Progressing with significant delays
			"At least one business idea competition (BIC) per state organized to provide micro-grants to youth "	•ASCA training set up is all primed	
				•BIC implementation guideline outfitted.	
				•Contracted NGO received the first tranche of the fund allocate for micro-grant.	
3.9	Young returnees have improved access to training and ability to engage in sustainable productive employment in areas of return in Southern Kordofan	IOM	75 villages in South Kordofan tracked, Training Center built; 150 young returnees trained in VTC	75 villages tracked	100%
				Training and Livelihoods Center constructed	100%
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	FAO	320 people engaged in livelihood activities	280 people engaged in livelihood activities.	87%
			JFFLS trainers trained	12 JFFLS trainers trained.	100%

99. Progress levels according to the presentation the partners did during the initial evaluation mission workshop in Khartoum: Outputs 1.3 and 1.4 have been already completed; Output 1.5: One of its two targets has been completed and progress towards the other one, which is qualitative, is difficult to assess; Output 2.2 Good progress; Output 2.3 already reached but quality of the Labour Market Survey has to be

assessed; Output 2.4: One of the targets has been reached and there is no information about the second one; Output 2.5: Good progress; Output 3.3: Progressing with delays; Output 3.4: Progressing with delays; Output 3.6: Two targets have been reached and no info about the third; Output 3.9: It has been already achieved; Output 3.10: Almost achieved.

100. **Budgetary execution level:** According to the reported **Committed and Disbursed Budget as of September 2011**<sup>29</sup>, 68% of the funds committed have been disbursed and **53% of the total budget of the Programme has been disbursed after a 90% of the execution time consumed.**<sup>30</sup> Considering the original Programme end date was 11 December 2011 it appears that the eight months **no cost extension is required to spend the remaining budget.**

101. These delays have provoked the necessity for a **new no cost extension**, which was already endorsed by the NSC on 22 November: The Programme Management Committee asked the NSC the endorsement of a 6 months no cost extension and the **NSC finally decided to request the approval of an eight months no cost extension.** This will enable the agencies to implement planned activities disrupted by the eruption of hostilities in South Kordofan and Blue Nile States. Activities not affected by the hostilities have to be continued.

102. The Programme contributes to the first, second and fifth goals of the third **thematic window Youth, Employment and Migration:**

#### Quality of results, outputs, products and delivered services

103. Beneficiaries consulted pointed out that the **training provided was of a high quality** and useful for themselves and their communities. The opinion of only six people cannot be extrapolated to the whole Programme, but the Executive Director of the NYES confirmed the high quality of the trainings.

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<sup>29</sup> Annex 3: Committed and disbursed Budget as of September 2011

<sup>30</sup> The second year funds were released only in May 2011 and implementation of activities in SKS were disrupted in June and in BNS in September 2011. These factors largely contributed to the low levels of commitment and disbursement relative to the execution time consumed.

104. The **training centre built under** IOM's responsibility couldn't be visited but in the opinion of IOM it **was delivered to the highest standard possible**: IOM engineers assessed the works when finalized, made recommendations and followed up on relevant improvements/repairs.

105. The National Council for Literacy and Adult Education (NCLAE) highlighted that the twelve **Functional Literacy Modules** prepared with the collaboration of UNESCO, validated through a workshop and approved by the concerned bodies, **have a high quality**.

106. The NBoS thinks that the **Labour Market Survey** realized **doesn't meet the required quality** and the NYES considers that this study is **not up to date** because of the mentioned dramatic changes occurred in the country; while UNDP, agency responsible for the study, states that the work was done according to the ToR and finally approved by the rest of agencies.

107. **Follow-up mechanisms to measure progress in the achievement of the envisaged results**: Every output has a follow-up activity that allows the implementing agency to keep track of progress made, learn from feedback and undertake improvements. Examples of this kind of activities: **(1)** Trainers trained are guided during replications in their offices to disseminate knowledge to more staff of partner institutions whose capacities are meant to be enhanced. **(2)** Beneficiaries trained are monitored to assess the application of skills learnt in earning livelihood.

108. **Coverage to beneficiaries**: The Joint Programme Document doesn't include a detailed description of characteristics of target beneficiaries so it isn't possible to do a comprehensive analysis of coverage. However, according to Table 1 the **number of persons and institutions reached are larger than planned**.

#### **Innovative measures for problem-solving, good practices, success stories, or transferable examples**

109. Some Government partners consider that participating in the implementation of activities in collaboration with other Government partners at the federal and state levels is an innovative experience by itself.

110. The component promoted by **UNV together with the University of Delin (SKS) and volunteers of this university through ToT** can be considered as a **good and transferable** practice: It seems to have a fine social transformative potential by introducing taboo subjects about sexual health among young people and is highly sustainable since capacities will remain in the university. Two persons (a man and a woman) involved in this component who were interviewed by the evaluator highlighted the impact this ToT is having in their lives and also the positive effects that the replications are already having in their families and communities.

111. The **Behaviour change communication (BCC<sup>31</sup>) experience** promoted by UNFPA (**Output 3.3. Women empowered to increase employability and benefit from employment opportunities**) to raise awareness on early marriage and early pregnancy, Sexually Transmitted Infections (STIs), family planning and awareness and prevention of HIV/AIDS among the youth has to be highlighted as a **good and transferable** practice because: **(1)** It has the capability of addressing **gender issues** among youth in an extremely difficult context for this type of work; **(2)** It's a **transformative** approach because looks for changing ways of thinking through provision of appropriate information and communication skills to the participants; **(3)** Trained individuals can become transformative elements in their own families and communities; **(4)** Because of it's methodological approach it can be easily adapted to different contexts; **(5)** It's a really cost effective practice.

112. **Lessons learned highlighted by the leading agency that can be transferred to other programmes:**  
**(1)** The preparatory and mobilization phases should be incorporated in JP design to allow agencies to recruit staff and mobilize resources after the Programme is approved. **(2)** The different procurement procedures of some participating agencies delay implementation and desired synergy. **(3)** Reliance on sub-contracting implementation with national consulting groups has proved to be challenging, as availability is limited in some countries. **(4)** Inclusion of short awareness sessions on HIV-AIDS and women reproductive health as crosscutting themes in training programmes increase information dissemination about these issues. **(5)** In post conflict areas, recurrence of instabilities should be an anticipated risk in the design and mitigating measures should be identified in advance.

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<sup>31</sup> Planning Behaviour Change Communication (BCC) Interventions: A Practical Handbook, Peter F. Chen, UNFPA Thailand, 2006.



### Contribution of the YEM to fair youth employment and the issue of internal and/or external migration

113. So far the YEM has not had a real impact on youth employment, although it has been able to place the problem of youth employment as a priority for the Government of Sudan. Some **influence on youth employment**<sup>32</sup> can be expected during the last part of the Programme, when the components related to **microfinance and linking trained youth to the private sector** will be developed. Similarly, the YEM will have some influence on migratory movements once trained youth access to a job or create their own jobs, that is, when the two mentioned components are implemented.

#### **5.3.2. Sustainability**

114. The outputs corresponding to the two first outcomes are **quite sustainable** since they work in the direction of the **improvement and application of public policies** related to youth and employment and towards **building capacities** within governmental partners. The achievements will remain available to Government partners after the end of YEM and its **continuity and expansion will depend primarily on the governmental will**.

The sustainability analysis of the results corresponding to **Outcome 3** has to be more particularized:

115. **Output 3.1, Output 3.2, Output 3.5, Output 3.6 and Output 3.10** have a **fine level of sustainability** because they include **training of trainers who could continue expanding the delivered knowledge**.

116. **Output 3.3** has a **good sustainability** because its activities focus on provoking **transformations in individual and collective ways of thinking** (BCC sessions and community mobilization and awareness).

117. **Output 3.4** is **quite sustainable** since the **capabilities and the volunteers will remain in the University of Dalin** once the YEM is over.

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<sup>32</sup> Obviously, given the budget allocated to job creation and the magnitude of the unemployment problem in Sudan, the direct influence on unemployment will be quantitatively small and therefore difficult to measure.

118. **Output 3.5** and **Output 3.7** seek to support entrepreneurs, existing enterprises and local industries with the aim of helping them to be **sustainable, but this cannot be assured** by the YEM since it will rely also on an external factor as the general economic context evolution. It has to be mentioned that the entrepreneurs, industries and enterprises supported by the YEM will have more possibilities than those that have not received any training.

119. **Output 3.9** consists of building a multi purpose centre in South Kordofan that was finished when the evaluation mission took place. IOM was ready to hand the facility to the FMoYS for upkeep and maintenance. After the delivery it's the ministry who will have to assume sustainability.

120. **YEM Project Units<sup>33</sup> within the State Ministry of Culture Youth and Sports (SMoYS) and FMoYS** were implemented to **institutionalize project assistance services and build institutional capacity and continuity** beyond the Programme. They are formed within the SMoYS, where an office is designated and three or four staff members are assigned to work with UN implementing agencies. Staffs participate in trainings conducted by the Programme.

121. **Consistency between the views of partners and those of the YEM:** Visions and actions of partners are becoming consistent with those of the JP as partners become engaged in the implementation. The perception of UN as a source of grants or budgetary support rather than a partner for enhancing local capacities through training and technical assistance is slowly changing.

#### **Improvement of governance of the Programme for better sustainability**

122. Some of the answers to this question provided by the UN agencies and Government partners in the questionnaires are very interesting, although not all of them refer to governance of the joint programme, and are quoted verbatim below:

123. "Governance of the joint programmes can be improved by **limiting the scope and direct counterpart organizations as well as clearly specifying counterparts' contribution** (resources in kind or funds) to the

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<sup>33</sup> The evaluation couldn't assess the benefits of these units because they function at the estate level but their implementation is a good operational decision that should help capacity building, institutionalization and sustainability.

programme at design stage. Mainstreaming delivery of technical assistance with government counterpart organizations would help.”

124. “Different agencies have different dynamics, *modus operandi*, and expertise. Even if a project document was drafted jointly, carrying out a programme that generates meaningful achievements coherent to the original plan requires constant communications with the agencies. The communications were frequent and timely, but they were limited to reporting, updates from each agency, and administrative aspects. **The JP would have benefited more from programmatic/substantive discussions through which different activities would be designed, monitored, and adjusted synergistically.**” This statement has to be completed explaining that some substantive discussions have taken place: Discussions on the convergence of assistance in areas within the states and target beneficiaries; ToR for the Labour Market Survey, purpose and specifications of the IOM training centre; complementation of assistances, etc.

125. **“Governance arrangements should be aimed at achieving institutional changes, through more planning and policy making** to support achieving sustainability of similar programmes in the future.”

126. “This could be achieved by: **(1) Creating trust between the Government and the youth; (2) creating trust between the youth and the private sector; (3) offering job opportunities for the trained youth; (4) providing financial support from the UN partners.**”

127. **Capacities created and/or reinforced in national and local partners:** The **creation of the NYES** as a new department of the FMoYS is an interesting factor of sustainability of every action related to youth and employment since there is a governmental institution specializing in these issues who is responsible for them. Also the creation of **YEM Project Units within the SMoYS and FMoYS** can be considered a very good operational decision that is contributing to build capacities at the state level.

## 5.4. COUNTRY LEVEL

128. The JP specially contributes to the attainment of **Millennium Development Goal (MDG) 1, target 1.B. Achieve full and productive employment and decent work for all, including women and young**

**people.** There is also a contribution towards **MDG 5:** Improve maternal health, and **MDG 6:** Combat HIV/AIDS, malaria and other diseases.

#### Progress towards United Nations reform. One UN

129. **One Leader:** The role played by the RCSO couldn't be properly assessed since part of the staff was new in the country, including the RC himself. In this regards, and in the opinion of UNIDO, the RCSO supported joint implementation until the end of the UNMIS (9 July 2011), when staff changed. The current RC in Sudan showed interest in the Programme during the evaluation mission in Khartoum. Also, the RCSO had some presence in evaluation activities.

130. **One Budget:** Each agency manages its own budget frameworks and financial procedures; **no evolution to the One Budget principle has been detected by the evaluation mission.**

131. **One Programme:** YEM is relevant to UNDAF 2009-2012 Outcome 3 and Sub outcome 2, which is a set of strategic results based on national priorities, the internationally agreed development goals, and the UN's capacity and comparative advantages, so it can be stated that the **YEM is supporting the implementation of the One Programme principle.**

132. **One Office:** Every agency uses its own procedures and the evaluation mission couldn't detect any common services utilization by the agencies so it can be said that the **YEM isn't contributing to the One Office principle** in the country.

#### Paris Declaration and Accra Agenda for Action

133. **Ownership:** The JP's intervention objectives and strategies support Government's development agenda articulated in Government of National Unity (GONU) **Five-Year Development Plan 2007-2011.** They mainly contribute to three of the five key result areas outlined in the plan. At the time of the Inception Mission there were no state level development plans. Some state ministries submitted their own work plans to the Programme. South Kordofan started consolidating information of development programmes implemented in the State in September 2010 as inputs for a state plan: Youth, Culture and Heritage was

included as a focus sector because of the Joint Programme. Regular coordination meetings were chaired by the SMOYS and co-chaired by the JP CTA with relevant Government partners and UN implementing agencies to discuss state plans but they stopped because of the already mentioned hostilities in the states.

134. **Alignment:** YEM clearly contributes directly to the **FMoYS Strategy for Training Five Million Youth**. The Ministry signed a Memorandum of Understanding with Sudan University stating that the University would support the development of a strategy and defining baselines that would define job demand and training priorities. This strategic plan recognises that the alignment of vocational training and education outputs to labour market needs would increase employment opportunities. In addition and according to its Vision and the recommendations of the **First National Consultative Forum on Microfinance 2007** endorsed by the Central Bank of Sudan, the need to support vulnerable groups like youth by increasing their access to financial services and building their capacities is emphasized as well.

### Harmonization

135. The **1st semester 2010 bi-annual monitoring report describes some managerial practices implemented jointly and number of joint analytical work:** Discussions on the convergence of assistance in areas within the states and target beneficiaries; ToR for the Labour Market Survey; purpose and specifications of the IOM training centre and complementation of assistances. The monitoring report corresponding to the 2<sup>nd</sup> semester of 2010 **briefly describes/quantifies coordination activities:** (1) Number of managerial practices implemented jointly by the UN implementing agencies for MDG-F JPs: 0. (2) Number of joint analytical work undertaken jointly by UN implementing agencies for MDG-F JPs: 0. (3) Number of joint missions undertaken jointly by UN implementing agencies for MDG-F JPs: 9. **Apart from coordinated monitoring visits to the field neither coordinated managerial activities nor joint analytical works are reported during the 2<sup>nd</sup> semester 2010.**

136. According to the **1<sup>st</sup> semester 2011 report, there are some difficulties related to the coordination of administration among the different UN agencies:** (a) Delay in the receipt of the second year funds delayed some Implementing UN agencies and caused them to pause their activities. (b) Activities of some implementing agencies are dependent on the completion of other agencies' activities, which caused some

delays. (c) Difficulty in obtaining information for reporting from ILO and UNESCO<sup>34</sup>. (d) Difficulty in obtaining information for reporting from UNFPA.

137. The mentioned **overlaps** in the implementation of activities carried out by different agencies and agencies involved in areas out of their expertise hinder harmonization and are probably one of the main problems of the Programme together with the lack of access to the states because of conflicts.

138. **Mutual accountability:** The FMoYS considers imperative for the Government of Sudan to have a more clear knowledge of the following information: (1) Target area of work related to the program for each partner showing clearly areas where overlap occurs between partners regarding certain thematic areas. (2) Target state for operations of each partner. (3) Budget for each partner describing the following: (a) Overall budget allocated with timeline & pipeline information. (b) Running cost of each partner. (c) Programmatic budget & how much is directed to which areas. (d) Non-programmatic budget (Government staff incentives, per diem). (4) How the original budget was divided between Sudan and South Sudan? (5) How much actually reaches the country? (6) What's left after deduction of the running cost taken by UN agencies and other non-governmental partner? (7) How much remains to be disbursed?

#### YEM's influence on the country's public policy framework

139. Output 1 and Output 2 focus on positioning the problem of youth and employment in both the general framework of national development and in the public policy framework.

140. Before the JP the FMoYS had no specific budget allocated to youth employment. After the Programme started implementation the Ministry created the **High Council for Youth Employment** to address issues regarding unemployment amongst youth, and the **NYES** to implement the Government's Strategy to Train Five Million Youth. The NYES' total budget for 2010 was 250,000 SDG (about \$86,000 which is 3.47% of the FMoYS' total budget). In 2011 the NYES budget has increased by 15% and it is 287,500 SDG (about \$107,670).

141. The JP supports: (1) National and state Advanced Learning Plans (3 states). (2) National and state

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<sup>34</sup> The delay was due to the absent of consultant during the period July-October 2010.

Functional Literacy plans (2 states). **(3)** National and state level Action Plans for Employment (3 states).

## 5.5. GENDER ANALYSIS

This section provides a summary of the findings concerning the inclusion of gender analysis throughout the evaluation and discusses aspects not yet reviewed.

### Gender equity promotion

142. The YEM includes **activities, and also some complete outputs, focused on gender issues**: **(1)** Output 1.4: Activity 1. **(2)** Output 2.1: Activity 4. **(3)** Output 2.7. The whole output addresses gender issues. **(4)** Output 3.2. Activity 6. **(5)** Output 3.3 is completely dedicated to gender issues. **(6)** Output 3.4 contains components addressing gender issues, which are not detailed in the Operational Plan. **(7)** Output 3.5: Activity 6. **(8)** Output 3.7. Credit/Saving training and Business Idea Competition. Also, training activities have always been looking for **an equal ratio between men and women**.

143. **Have women been adversely affected by the JP? Has improved the position of women because of the JP?** Since the design of the JP did not start with a gender sensitive participatory assessment, the remaining phases of the project are based on assumptions and preconceptions about gender relations. On the other hand, as the Outputs Framework has not gender sensitive indicators, **it's not possible to know how men and women and any other traditionally excluded groups are differentially affected and accessing** the benefits provided by the YEM. This does not mean that adverse effects have occurred, and does not mean that women and other traditionally excluded groups have not improved their position with the YEM; it simply means that these phenomena cannot be measured.

144. **Enhancement of capabilities of local partners to work in the future with gender perspective:** Gender issues **seep slowly** into the institutions of Government as the YEM progresses, although this effect is limited because the program focuses on livelihood skills and employment. Additionally, the **YEM doesn't consider specialized activities to strengthen the capacities of Government** partners on gender issues.

145. **Resources allocated to include gender:** Only Output 3.3 by UNFPA is specifically dedicated to gender and only focussed in SKS with a total budget of \$140,000.

146. **Has the integration of women into the activities of the JP faced any obstacles?** The obstacles for women to get involved in YEM's the activities have happened **only exceptionally at the state level and for reasons related to religious and traditional beliefs and highly patriarchal behaviours**. The only case been has reported by UNIDO: Two women were not allowed to participate in training activities by their families.

## 6. CONCLUSIONS AND RECOMMENDATIONS

### 6.1. CONCLUSIONS ON RELEVANCE

#### Context, governmental priorities and beneficiaries' needs

147. **Conclusion 1.** Some **significant events** that have taken place in Sudan since the Inception Mission have affected **national context**: **(1)** 2010 Sudan presidential and parliamentary elections in April; **(2)** Sudan-South Sudan separation on July 9<sup>th</sup> 2011; and **(3)** war in SKS between the Army of Sudan and the Sudan People's Liberation Movement-North (SPLM-N) starting in June 2011 and war in BNS starting in September 2011. The way the Programme is adapting to the event that is affecting activities most, war in SKS, is covered as part of the efficiency analysis. The influence of events 1 and 2 on the YEM would have required a longer evaluation mission and visits to the states to be properly assessed.

148. **C2.** Programme's **relevance to the context, Federal and State Government priorities and beneficiaries' needs**, once reshaped after the Inception Mission, **can be qualified as good**. However, **possible relevance mismatches caused by events 1 and 2** mentioned in the previous conclusion will require **attention and enhanced coordination** amongst partners in the coming months. The National Youth Employment Scheme (NYES) has a concern that cannot be considered as design relevance maladjustment: The Programme has trained beneficiaries with high quality but has had no impact on unemployment so far<sup>35</sup>. In addition some beneficiaries/trainees now feel the **need (1) to become more specialized** and **(2) to access to micro credits/grants** to develop businesses.

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<sup>35</sup> Components related to linking trainees to the private sector and to delivering micro grants and micro credits haven't been developed yet. Additionally, since trained beneficiaries have applied skills learnt to earn income, some positive influence on unemployment has taken place.



149. **Recommendation 1. YEM.** It's recommended, to keep YEM's **relevance** to the variable context and beneficiaries' needs and to achieve some influence **on youth unemployment**, to deliver as soon as possible **(1) advanced trainings** and activities **linking trainees and the private sector** according to priorities identified by the NYES and the 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 the 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.

Additional information:

1. The Microfinance Unit of the National Bank of Sudan has information about the credit requirements in each state.
2. UNDP has worked together with the Microfinance Unit of the National Bank of Sudan during the YEM to identify microfinance priorities.
3. UNDP has produced a micro finance study in coordination with the NBoS.

150. **R2. MDG-F Secretariat.** Joint programming, in contexts of rapid change, needs to improve flexibility. The accompaniment of the execution by a continuous evaluation process would help to maintain relevance by the reshaping of activities and outputs according to the new situations.

### **Design, internal coherence and monitoring indicators**

151. **C3.** YEM's design is **based on a clear description of the problems** that can be found in the Inception Mission Report and that **would be complete if it covered specific problems of women, minorities and ethnic groups** in the areas of intervention.

152. **R3. Future designs.** It's recommended to carry out **participatory analysis with a gender approach and ethnic relevance within the identification and design phases**. The application of gender analysis tools is essential: **(1)** activity profile (Who does what?), **(2)** access and control profile (Who has access and who controls what?), and **(3)** an analysis of influencing factors (How does gender influence the profiles?)<sup>36</sup>.

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<sup>36</sup> Harvard Analytical Framework

153. **C4. The reshaped Outcomes and Outputs framework is an improved version of the initial one,** with increased relevance to the context, governmental priorities and beneficiaries' needs and more precise outputs and indicators/targets.

154. **C5. The redesign of the intervention is clear and there is a good level of internal consistency,** since it seems that the relationship between activities, outputs and outcomes is appropriate. The only deficiency is that **the design of outcomes, outputs and activities is neither gender sensitive nor sensitive to ethnic differences.**

155. **C6. Every output has one or more targets/indicators to be reached at the end of the Programme. These indicators are relevant** but there are too many **qualitative indicators/targets that are difficult to measure.** This makes it difficult to have a clear picture of the state of progress of the program as a whole. **Indicators don't allow knowing how different collectives** (women, minorities, and ethnic groups) **participate in the JP and benefit from it.**

156. **R4. Future designs.** It would be desirable to include monitoring indicators focused on changes in the lives of people and avoiding as much as possible indicators describing either activities or products obtained. Also recommended the use of indicators sensitive to gender relations and ethnic differences.

### External coherence

157. **C7. The JP is relevant to the Sudan UNDAF 2009-2012 Outcome 3 Livelihood and productive sectors and sub-outcome 2.**

158. **C8. YEM contributes directly to the FMoYS Strategy for Training Five Million Youth.** This strategic plan recognises that the alignment of vocational training and education outputs to labour market needs will increase employment opportunities. In addition and according to its Vision and the recommendations of the **First National Consultative Forum on Microfinance 2007** endorsed by the Central Bank of Sudan, the need to support vulnerable groups like youth by increasing their access to financial services and building their capacities is emphasized as well.

## 6.2. CONCLUSIONS AND RECOMMENDATIONS ON OWNERSHIP

### Design Level

159. **C9.** From the Inception Mission report, interviews, answers to the Government Partners Questionnaire and final workshop of the evaluation mission, it can be stated that **Government authorities at the federal and state levels had opportunities to fully participate in the reshaping and planning stages of the YEM.** With regard to beneficiaries, all information gathered points to a good participation in the design.<sup>37</sup>

### Process level

160. **C10.** The creation of a new department within the FMoYS named **National Youth Employment Scheme (NYES)** responding to the need felt by the MoYS of having a unit specialized in youth and employment to act as main counterpart for the YEM shows a clear **governmental will to lead the Programme.**

161. **C11.** Details that could allow achieving even better governmental ownership: **(1)** The **NYES** requires some additional administrative information<sup>38</sup> to track the funds. **(2)** Not every Government officer is fluent in English and the official language is Arabic<sup>39</sup>.

162. **R5. YEM agencies.** It's recommended: **(1)** That **National Youth Employment Scheme clarifies to the agencies what type of financial information** they require to track the funds and the agencies fulfil these requirements. **(2)** Every document and technical **report is delivered in Arabic** to allow Government officers to access information more easily.

## 6.3. EFFICIENCY

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<sup>37</sup> The evaluation mission was unable to travel to the States and the evaluator could only meet six beneficiaries, three men and three women.

<sup>38</sup> Submission and discussions on progress including financial reports have taken place involving PMC and NSC. NYES only mentioned need for additional information during the final evaluation workshop without clarifying what additional information was required.

<sup>39</sup> Work plan, progress report and financial reports in Arabic are submitted to the State / National Programme Management Committees. Also studies like the Labor Market Survey were translated and circulated both in English and Arabic.

### Management model

163. **C12.** The **management structure** is **well organized and conducive to achieve outputs and outcomes** and is **working properly in Khartoum**. The evaluation mission couldn't verify its performance at state level. **Planning and monitoring tools give the impression to be clear and sufficient** but perhaps not adequately used by all partners.

164. **R6. 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.

165. **C13.** There is a **basic difficulty in the management of joint programmes linked to coordination**: The leading agency is responsible for coordinating the whole implementation but doesn't have the authority over other UN agencies to do so. Furthermore, achieving strategic results demands not only good but outstanding coordination.

166. **R7. Future joint programmes.** It's recommended to **award the leading agency authority over the other agencies** involved in the JP to improve joint implementation and **progress towards strategic objectives**.

167. **C14. Communication amongst partners:** It can be considered of **good quality**. The evaluation process revealed only normal misunderstandings that can be expected in such a complex scenario due to the large number of institutions involved. It could be highlighted that some agencies mentioned that communication between Federal Government and State ones could need some improvement.

168. **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.

169. **C15.** Since the **Inception Mission allowed conducting a joint design** of the intervention, during the implementation phase have been or are planned **joint implementation situations**. These experiences are extremely valuable, as put into practice one of the main added values of the JPs.

170. **C16. Pace of implementing towards results:** It **doesn't assure the complete achievement of outputs and results with the original ending date** because of some deviations from the planned chronogram due to three unanticipated events: **(1)** Establishing **institutional arrangements** with Government counterparts took too long. **(2) Federal elections in May 2010** led to changes like the Federal Minister of Youth, Culture and Sports and designated counterpart focal persons. **(3)** The **state elections** results in two of the target states (SKS and BNS) in April 2011 led to the eruption of **hostilities** in SKS in June 2011, followed by BNS in September 2011. The last situation has caused the necessity for a **new no cost extension**, which was already endorsed by the NSC last 22 November: The PMC asked the NSC the endorsement of a 6 months no cost extension and the **NSC decided to approve a 8 months no cost extension**.

171. **R9. MDG-F Secretariat. Approval of the eight months no cost extension is recommended once the NSC has endorsed** it and considering the serious difficulties partners are having at the present time to implement activities and that the adequate measures to continue normal execution have been taken.

172. **C17.** Agencies agree to express that **technical management tools, templates and formats have been shared** among partners. **Financial management is different, since every agency has its own system.** There are also examples of **technical tools sharing**: In-take forms prepared by UNIDO and shared with all implementing agencies to capture more information about JP training and technical assistance participants; and **methodologies sharing**: Inclusion of HIV-AIDS awareness sessions in trainings and approaching women reproductive health as a cross-cutting issue.

173. **R10. Future designs** should try to have standard administrative and financial procedures and formats for every agency to improve efficiency and align to the One Office principle of the Reform of the UN.

174. **C18.** The **relationship between the YEP in South Sudan and the YEM at the time of evaluation is poor** in general terms. There are not substantial communications or experience exchanges. ILO and

UNIDO keep in touch in regards to administrative issues. There were some exchanges prior to the separation of South Sudan: Implementation experiences in the North were shared during the PMC meetings attended by UNIDO; UNDP shared results of the Labor Market Study; results of NSC meetings prior to the start in South Sudan were shared; UNDP Khartoum attended the first YEP PMC meeting in Juba on March 2010; UNDP, as Administrative Agent, played extensive role in coordination on provision and administering the JP main equipment (vehicles) and drivers which resulted in smooth operation for the YEP. Such relationships were limited only after the separation of the South. It has to be understood that due to the common recent history of both countries, **the disconnection between Sudan and South Sudan and between the JPs developed in them is logical.**

175. **C19.** At the moment of the evaluation **the major problem the YEM is facing is accessing he states:** The Government is not allowing international staff accessing SKS from June 2011 and BNS from September 2011. Permissions to access NKS have also been hampered by additional travel permits from the National Security Office. Programme partners are discussing some alternative plans to continue implementation that **do not seem to affect Outputs and Outcomes** because of the way activities are proposed to be carried out, but since the evaluation did not visit the states the evaluator doesn't have all the information required to issue a accurate conclusion about this matter.

176. **C20.** The **number of UN agencies involved** seems to be oversized, **damaging to some extent the overall efficiency of the YEM** because of the following effects: **(1)** The **operation costs** of every agency in a state suffering various conflicts with constraints related to security, communications and infrastructure are very high. **(3) Overlaps** in the implementation of activities. **(4)** A high number of agencies involved means that great efforts and resources are dedicated to **coordination**.

177. **R11. Future designs.** Joint programming needs to move towards structural configurations more balanced and rational, particularly in contexts where the running costs per agency can compromise efficiency. So, **future actions should involve less agencies and each one should participate with a clearly defined role based on the contribution of an added value.**

178. **C21.** UNESCO's Headquarter still maintains the funds dedicated to the YEM, so the office in Khartoum needs to ask for funds every time an activity is to be carried out in Sudan. The administrative

processes involved in sending funds from UNESCO's Headquarter are delaying implementation and jeopardizing efficiency.

179. **R12. UNESCO's Headquarter.** It's recommended, to improve efficiency in the implementation of UNESCO's YEM components, that UNESCO's Headquarter takes the necessary actions to allow the office in Sudan work in a more independent way concerning the administration of funds.

## 6.4. EFFICACY

180. **C22.** Level of **progress to goals: Already achieved:** Outputs 1.3, 1.4, 2.3 (but quality of the Labour Market Survey has to be assessed) 3.9, 3.10 (almost achieved). **Good progress:** 2.2, 2.5. **Progressing with delays:** Output 3.3 and 3.4. **Progressing with significant delays:** Outputs 1.1, 2.1, 2.7, 3.1, 3.2, 3.5, 3.7. **Insufficient information to assess progress:** Outputs 1.5, 2.4 and 3.6. The **main reasons for the delays** are unanticipated **conflicts in the States**. The eight months **no cost extension approved by the NSC will be required to reach all planned targets**.

181. **C23.** According to the reported **Committed and Disbursed Budget as of September 2011**<sup>40</sup>, 68% of the funds committed have been disbursed and **53% of the total budget of the Programme has been disbursed after a 90% of the execution time consumed** (considering the original Programme end date, 11 December 2011). It has to be considered that the second year funds were released only in May 2011 and implementation of activities in SKS were disrupted in June and in BNS in September 2011. These factors largely contributed to the low levels of commitment and disbursement relative to the execution time consumed. It seems that the approved eight months **no cost extension is required to spend the remaining budget**.

182. **C24. Quality of results, outputs, products and delivered services:** The **quality** of the results achieved to date be assessed as **good to very good** with the possible (a quality assessment is to be done) **exception of the Labour Market Survey**. The NBoS expressed that the survey doesn't have the required quality and the NYES that the survey needs to be updated. On the other hand UNDP, agency responsible for the study, argues that followed the ToR and the rest of agencies approved final result.

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<sup>40</sup> Annex 3: Committed and disbursed Budget as of September 2011

183. **R13. 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.**

Additional information: The funds for a new study or for updating the existing one could be shared between the Programme and the Ministry of Labour. The work to be done could be advised by ILO and the Department of Labour Market Survey Projects of the Ministry of Labour and conducted in collaboration with the Department of Statistics of the Ministry of Labour.

#### **Innovative measures for problem-solving, good practices, success stories, or transferable examples**

184. **C25.** The component promoted by **UNV together with the University of Delinj (SKS) and volunteers of this university through ToT** can be considered as a **good and transferable** practice: **(1)** It seems to have a **good social transformative potential** by introducing taboo subjects about sexual health among young people. It's highly **(2) sustainable** since the capacities remain in the university and **(3)** easily replicable at low cost.

185. **C26.** The **Behaviour Change Communication (BCC) component** promoted by UNFPA to raise awareness on early marriage and early pregnancy, Sexually Transmitted Infections (STIs), family planning and awareness and prevention of HIV/AIDS among the youth has to be highlighted as a **good and transferable** practice because: **(1)** It has the capability of addressing **gender issues** among youth in an extremely difficult context for this type of work. **(2)** It's a **transformative** approach because looks for changing ways of thinking through provision of appropriate information and communication skills to the participants. **(3)** Trained individuals can become transformative elements in their own families and communities. **(4)** Because of it's methodological approach it can be easily adapted to different contexts. **(5)** It's a really cost effective practice.



186. **R14. YEM.** It's recommended to design new activities to extend to all the locations where the Programme has presence **(1) the UNV experience working together with the University of Delinje and the (2) Y PEER** experience promoted by UNFPA.

187. **C27. Lessons learned highlighted by the leading agency that can be transferred to other programmes:** **(1)** The preparatory and mobilization phases should be incorporated in JP design to allow agencies to recruit staff and mobilize resources after the Programme is approved. **(2)** The different procurement procedures of some participating agencies delay implementation and damage synergy. **(3)** Reliance on sub-contracting implementation with national consulting groups has proved to be challenging, as availability is limited in some countries. **(4)** Inclusion of short awareness sessions on HIV-AIDS and women reproductive health as crosscutting themes in trainings increase information dissemination about these issues. **(5)** In post conflict areas, recurrence of instabilities should be an anticipated risk in the design and mitigating measures should be identified in advance.

## 6.5. SUSTAINABILITY

188. **C28.** The results of the YEM, due to their nature and proper design of related activities, have a good characterization of sustainability. The maintenance of the **benefits provided by the Programme will depend largely on the Government's will**, both at national and state levels.

189. **C29.** The creation of the **National Youth Employment Scheme** as a new department of the FMoYS is an interesting factor of sustainability of every action related to youth and employment since there is a governmental institution specializing in these issues and is responsible for them.

190. **C30. YEM Project Units within the State Ministry of Culture Youth and Sports (SMoYS) and FMoYS** to institutionalize processes and build institutional capacity are an excellent sustainability option.

191. **C31. Civil Society awareness and sustainability:** UNFPA is supporting **community mobilizations** to increase awareness about youth and employment and gender issues through Output 3.3.

192. **R15. YEM.** It's recommended to **increase and reinforce community mobilization activities** since **social awareness is a powerful way to enhance sustainability** of results by increasing the capability of the society to demand social services delivery to local governments.

193. **C32. Governance** of JPs would obviously **be simpler, and joint implementation would produce better and more sustainable results** if the **number of partners involved were smaller** because: (1) Communication between partners required for updating and resolving administrative issues would consume less time and efforts that could be dedicated to **programmatic and substantive discussions through which different activities would be designed, monitored, and adjusted synergistically.** (2) The relationship between partners and beneficiaries could be easier, closer and deeper, so that it would be possible **to build mutual trust** that would help to work **more attached to strategies and priorities** of Government partners and beneficiaries, **thereby enhancing sustainability.**

## 6.6. COUNTRY LEVEL

194. **C33.** The JP contributes to the attainment of **Millennium Development Goal (MDG) 1, target 1.B. Achieve full and productive employment and decent work for all, including women and young people.** There is also a contribution towards **MDG 5: Improve maternal health,** and **MDG 6: Combat HIV/AIDS, malaria and other diseases.**

195. **C34.** Since the YEM is relevant to the UNDAF 2009-2012, there is a contribution to the One Programme principle. The **evaluation mission did not detect any other contributions to the United Nations Reform.** It has to be mentioned that the Resident Coordinator and RCSO staff involved in coordinating the first part of the JP finished their assignment or were transferred after the closure of UNMIS in July 2011, so the role played by the RCSO couldn't be properly assessed. Additionally, it has to be noted that agencies are having their **first experience of joint working and are dealing for the first time with its complexities and trying to face them,** which has to be **assessed as a positive process.**

196. **C35. Paris Declaration and Accra Agenda for Action: Ownership and alignment** are adequate. **Mutual accountability:** The FMoYS considers imperative for the Government of Sudan to have a more clear knowledge of details of the budgets. **Harmonization: Overlaps** in the implementation of activities

and the involvement of certain **agencies in activities out of their area of expertise are hampering harmonization**.

197. **R16. 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.

198. **R17. 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 overlap occurs between partners regarding certain thematic areas. **(2)** Target state for operations of each partner. **(3)** Budget for each partner describing the following: **(a)** Overall budget allocated with timeline & pipeline information. **(b)** Running cost of each partner. **(c)** Programmatic budget & how much is directed to which areas. **(d)** Non-programmatic budget (Government staff incentives, per diem). **(4)** How the original budget was divided between Sudan and South Sudan? **(5)** How much actually reaches the country? **(6)** What's left after deduction of the running cost taken by UN agencies and other non-governmental partner? **(7)** How much remains to be disbursed?

199. **C36.** Output 1 and Output 2 focus on **positioning the problem of youth and employment in both the general framework of national development and in the public policy framework**.

200. **C37.** To achieve outputs 1 and 2 it seems reasonable to **know before the current situation of the labour market and public policy framework applicable**. A labour market survey has already been finished for the three states, but its quality needs to be assessed.

201. **R18. YEM.** 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**<sup>41</sup> to improve both general and sector public policies.

Additional information: Activities can be changed in a flexible way provided the new ones still contribute to the outputs and

<sup>41</sup> General and sector public policies in Sudan don't consider youth unemployment indicators.

outcomes of the Programme.

Additional information: ILO has good experience and expertise in national labour market surveys and some technical support could be requested from it.

## 6.7. GENDER ANALYSIS

202. **C38.** Although the Programme has activities addressing gender issues and a clear **intention to include gender issues in the work no specialized knowledge/tools were used**. As a result, the **design and implementation of the YEM cannot be considered as gender sensitive**.

203. **R19. Future designs** should be based on a **gender sensitive participatory assessment** in order to address social groups that are systematically excluded from development initiatives. This type of assessment has to use some specific tools as those of the **Harvard Analytical Framework**: an activity profile, an access and control profile and an analysis of influencing factors. This assessment should allow to design gender sensitive outcomes, outputs, activities and monitoring indicators.

204. **C39.** A **strong sexual division of labour** is an important feature of the economic activity in rural areas of Sudan and trainings delivered by the Programme have been following this division so far.

205. **R20. 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.

206. **C40.** The Programme has been focused in training young men and women while the output related to enhancing the public policy framework hasn't been strongly developed so far. **Output 1: Employment creation for migrant youth is mainstreamed into national development frameworks**.

207. **R21. YEM.** Since the **components dedicated 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.

Additional information:

Output 1. Employment creation for migrant youth is mainstreamed into national development frameworks. Outcome 1.1. Effectively coordinated youth employment initiatives among MoYS, & integrated multi-sectoral policies developed with relevant ministries.

Target: Integrated Action Plan on Youth employment in place.

Milestone: ToR for the Technical Working Group is Complete.

**The expert on gender and public policy can review the ToR and support the remaining activities to achieve the target.**

Additional information:

Output 1. Employment creation for migrant youth is mainstreamed into national development frameworks. Outcome 1.4. Micro finance policies conducive to youth employment developed with Central Bank of Sudan.

Target: Technical guidelines developed for microfinance for youth and endorsed by CBOS and UNDP.

Khartoum and States level Consultative Workshops conducted including all relevant stakeholders;

Milestones: Final draft of the study completed incorporating feedbacks from partners.

**The expert on gender and public policy can review the final draft of the study to incorporate the gender perspective.**

Additional information:

Output 1. Employment creation for migrant youth is mainstreamed into national development frameworks.

Outcome 1.5. Integrated youth and adolescence national plans including guidelines on vocational training developed conducive to youth employment.

Target: National sub-sector plan on youth education developed; youth information database established.

Milestones: National plan completed; building institutional capacities for database ongoing.

**The expert on gender and public policy can review the national plan to incorporate the gender perspective and support the ongoing activities.**

208. **C41.** There are not gender specialized institutions involved in the YEM.

209. **R22. 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**.

210. **R23. Future designs** should include a **national governmental counterpart specializing in gender issues** to increase the possibility of achieving strategic goals related to gender equity.

211. **R24. YEM.** To improve the **gender perspective** in the implementation **at community level** it's recommended to **expand** to all the locations covered by the Programme the **Behaviour Change Communication (BCC)** component implemented by UNFPA in SKS.

212. **C42. The Programme doesn't consider specialized** activities to strengthen the capacities of Government partners on gender issues.

213. **R25.** The inclusion of some **activities dedicated to strengthen the capacities of Government partners** (at least those 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.

Additional information: The gender expert mentioned in **R20** could also conduct these formative activities.

## ANNEXES



# **JOINT PROGRAMME ON CREATING OPPORTUNITIES FOR YOUTH EMPLOYMENT IN SUDAN**

**INCEPTION MISSION REPORT  
FOR THE NORTH**

**NOVEMBER 2009**



## INTRODUCTION:

To validate the appropriateness of the project design as approved on November 30, 2008 to the current situation and needs of the target beneficiaries, the Inception Mission was organized and undertaken jointly by the UN Implementing Agencies and main Government counterpart ministry, Federal Ministry of Culture, Youth & Sports. UNIDO spearheaded the organization and execution of the mission as the lead UN coordinating agency for the Northern States. The Terms of Reference for the Inception Mission (Annex 1.1) was agreed by all participants and preparatory work was undertaken before the execution of the mission.

The mission commenced on October 4, 2009, upon the arrival of UNIDO's International Expert for the YEM Project, to culminate after the deliberations and approval of the Inception Mission Report by the National Steering Committee scheduled on November 8, 2009. The mission was executed in the following manner:

- Conduct of separate meetings with Government Ministry officials and other key stakeholders at the National and State Levels;
- Visits to technical schools, youth centers, markets in the localities visited and gathering of available statistical data, plans and other information;
- Presentation of the project and gathering of feedback from stakeholders during the workshops conducted in the States;
- Discussions and analysis of the main findings and revisions to the strategies, structure and process among the UN implementing agencies and MOCYS focal point;
- Presentation of mission results and obtaining endorsement from the Project Management Committee on the main findings and work plan

Field visits and consultations were undertaken in South Kordofan (12-14 October), North Kordofan (14 – 16 October) and Blue Nile (19 – 21 October). Workshops were conducted only in South Kordofan and Blue Nile because the visit to North Kordofan was meant to be exploratory for informed inputs to the National Steering Committee on the Government's recommendation for the State to replace Abyei as one of the target States for project implementation. Hence, consultations in North Kordofan were limited to Government officials, counterpart ministries and key respondents so as not to raise false expectations among potential beneficiaries. A similar visit was planned for Abyei but was cancelled upon the advice of RCSO. Apparently, UNCT had agreed with the Government's recommended change because Abyei needs more humanitarian and reconstruction assistances that UN will continue to address in other ways. The State officials met and stakeholders who participated in the workshops are listed in Annex 1.2.

Gathering of information and feedback on the project within the limited time were made possible by arrangements made by the Federal Ministry of Culture, Youth and Sports and their counterparts at the States, full cooperation and support of State Government Officials and Ministries as well as the frank views expressed by workshop participants and key respondents interviewed. Information gathered may not be comprehensive and thorough but have provided sufficient basis for the assessment in revisiting the project design with the end view of achieving the project's objectives and desired outcomes.

This report is presented in two parts. Part I summarizes the main findings of the mission on the situation of the target states / beneficiaries and recommended strategies, structure and processes for the project to appropriately address the needs required to achieve its objectives. Part II outlines the operational plan for project implementation.

## **PART I: MAIN FINDINGS & RECOMMENDED IMPROVEMENTS:**

### **I. Situational Analysis of the Target Areas in the North**

#### **South Kordofan:**

The state has a total land area of 155,000 square kilometres bordered by Darfur in the West; Abyei, Northern Barhr el Gazal, Warrap, Unity and Upper Nile in the South; and White Nile and North Kordofan in the North. Its topography is generally flat with hills of 800 meters and Nuba Mountains covering about 50,000 sq.km. The state is administered from its capital, Kadugli and it is further subdivided into nine administrative units (localities) covering a total of 1,161 villages. Localities along the main highway traversing the State are accessible by concrete all weather road while inland villages are difficult to reach during rainy season.

As of 2008 Census, it has a total population of 1,406,404. There are 277,217 returnees (24%), 60,261 IDPs (5%) and 838,533 residents (71%) based on the IOM survey covering 1,176,011 people in 1,161 villages. Illiteracy rate is high among the populace, estimated to be more than 60%.

Rebuilding from war, the State endeavours to unify and integrate divided factions into a functioning bureaucracy able to deliver needs to its constituents. Suspension of most of the INGOs' operations in May 2009 had hampered delivery of basic services and continuation of livelihood / income generating activities undertaken by some. Poverty and displacement are apparent and widespread with more than 400 youth in Kadugli scavenging for food at the market and public places without shelter and home base. A number of college graduates is said to be without work.

Local economy is sluggish with unbalanced economic structure highly dependent on agriculture and livestock as its main economic base. Employment opportunities are basically limited to Government work with very limited possibilities for private business sector employment. It has land, water and indigenous resources that can be further harnessed for local economic development. Lack of knowhow, tools, capital, information, entrepreneurial skills and accessibility constrain expanded production beyond consumption and to some extent the local markets. Moreover, the past instabilities hampered the livelihoods of all, including the residents.

The State is relatively peaceful with efforts of integration and unity. State Government's resources are insufficient to respond to the needs for rehabilitation and the gaps left by INGOs in delivering basic services. Efforts are however being exerted to mobilize budgetary support while trying to rehabilitate and deliver services as available budget permits. It is trying to provide enabling environment to attract outside investors and provide much needed employment opportunities. A DDR Commission was also instituted to assist in the re-integration process of demobilized soldiers, providing opportunities to start-up livelihoods in coordination with UN and other agencies.

Educational institutions are insufficient to provide what is required. A Technical School is operational in Kadugli providing vocational / technical skills training for certification. This was rehabilitated with the assistance of UNIDO and equipments for skills training in construction, sewing, car repair, electrical are in place. Twelve vocational training centers in various localities have been closed with the suspension of INGOs operations. There are community based organizations, local NGOs and unions of cooperatives with very limited capabilities.

The need to earn income is immediate amongst the unemployed youth more than acquiring technical / vocational skills for certification and for industrial work where there is no industrial sector to speak of or vacancies to fill. Short livelihood / income generating skills training using hand tools / simple technology for marketable, short gestation, draught resistant agricultural products and value adding activities in agriculture would propel the local economy and create opportunities for the expansion of services and trade sectors while literacy and technical / vocational skills are enhanced for the longer term.

#### **North Kordofan:**

North Kordofan is one of the larger and developed states in North Sudan. It has a total land area of 220,000 square kilometres. It is situated in the semi-desert zone, bounded by the Northern State in the north, Khartoum State in the north-east, White Nile State in the east, South Kordofan in the south and North and South Darfur in the west. The state is administered from its capital Elobeid and is subdivided into 12 localities.

As of 2008 Census, the State has a total population of 2,920,992 of which about 60% are youth. Population is said to have increased by 10 % over the past years, largely due to migration from neighbouring states affected by conflicts than natural increase. There are no readily available data on the number of migrants, IDPs and returnees.

Outside Khartoum State, it is one of the more progressive State with fairly developed and more balanced economic structure. While the States' economy is largely based on agriculture and livestock, multi-crops and commercial quantities are produced contributing sizable percentages of the national output. Among the leading crops are water melon seeds, hibiscus, gum Arabic and peanuts. Moreover, industry and service sectors are fairly developed and growing with an oil refinery located in Elobeid under a peaceful and stable environment. Elobeid is the second oldest city in Sudan and the whole State has not experienced any hostilities. However, there are pockets of IDP settlements within the capital, Elobeid, and other localities without basic services and where poverty is prevalent. IDPs have been in these settlements for more than 15 years.

The State Government is more organized and has shown institutional capability and financial resources to implement the projects. Of late, it has instituted and funded a

micro finance bank with initial loan portfolio of 1 Million Pounds. This excludes the building that will house the bank's headquarters and the planned 15 branches as well as mobile banks. There are indications of flexibility to re-allocate budgetary resources to support to the implementation of the YEM Project.

There are several technical training institutions: vocational training institutes; technical schools and youth centers. Apparently, graduates from training institutions find employment in industries while some start their own businesses (20%). The current training programs of the technical / vocational institutes can be enhanced by incorporating entrepreneurship development subjects to broaden the options of graduates and increase propensity to enterprise as an option to employment.

On the other hand, in the IDP settlements, the need remains to be immediate income generation thereby short training duration skills / livelihood training programs on primary production and enhancement of skills for self-employment or filling in employment vacancies in the thriving industrial and service sectors. Improvements on the quality, design and marketability of crafts / products of women and micro enterprises as well as processing of agricultural products can also increase employment opportunities.

#### **Blue Nile:**

The state is located in the south eastern part of Sudan with a total land area of 45,844 sq. kilometres, bordered by Ethiopia in the east and southeast, Upper Nile State in the west and south and Sinnar State in the north. The State is administered from its capital, Ad- Damazin and is further subdivided into six localities. Damazin is 550 km. from Khartoum by paved road. It is where the main source of hydro-electric power in Sudan, Roseires Dam, is located.

As of 2008 Census, population is 832,112. There are about 200,000 individuals displaced in the past years' conflicts and about 165,000 IDPs from within Blue Nile and other States are hosted. Spontaneous returns to Upper Nile from Blue Nile and from Khartoum to Blue Nile have been recorded. In March, 2009, about 1,320 people returned to Blue Nile from Khartoum. Illiteracy rate is high and drop-outs increased with the reduction of WFP school feeding program.

Local economy appears to be relatively vibrant in Damazin and outlying villages. This may be attributed with the construction of the dam, operations of corporate farms and mixed agricultural products (long term and short term crops), livestock and small workshops. Fertile land and significant rainfall throughout the year enable commercial agricultural production of mixed crops reducing cyclicity of incomes. Also, the State has been recipient of a number of development programs / projects. Still, there are pockets of IDP settlements without basic services.



The State Government is fairly organized and willing to allocate resources for the implementation of the project, including staff and budgetary allocations. However, it was expressed that the funds of the project should go directly to the youth. There were also concerns raised on the coordination among UN Agencies and Government counterparts in the implementation of the project as it was observed that UN Agencies used to coordinate with NGOs and not with Government.

Training institutions are in place with Government and Private Technical Schools and Youth Training Centers located in Roseries, Damazin and Gizan. Local NGOs have been undertaking activities ranging from health awareness, women training and credit schemes. Small businesses are organized as an association with 250 members, mostly engaged in carpentry and blacksmithing. Capacities of these organizations can be further assessed for possible collaboration.

Damazin and outlying localities are generally peaceful and have not experienced hostilities. Peace remains fragile, especially outside Damazin and the uncertainty of the peace process and upcoming election carry threats of instability. Cultural barriers to gender equality for education, health and economic opportunities are factors to be considered.

Needs for employment / income generating skills are apparent, especially in the IDP settlements. Opportunities are on short gestation marketable crops, livestock and fisheries; and improved skills/ processes for marketable products and services. Simple processing of agricultural produce and fruits (mangoes, others) can increase value added and generate employment opportunities.

## **II. Project Implementation Strategy:**

To more effectively address the developmental needs of the target areas relative to creating livelihood opportunities for creation of youth employment, the following strategies will be followed in the implementation of the project:

- Appropriateness of the interventions with the economic structure of the target states and project beneficiaries to usher immediate income generation / employment – The interventions will take into consideration the immediate nature of the needs for earning income / employment of target beneficiaries in all the target states and the available prospects for income generation / employment in the localities / states. Immediate employable skills are required by the target beneficiaries in all States rather than technical / vocational skills for certification. Opportunities for livelihood / employment in the target states lie on expanding the local economic base by increased production of short gestation, drought resistant, marketable agricultural products (cash crops), livestock and fisheries; introduction / enhancement of value adding activities (simple processing) of agricultural / livestock produce and

indigenous food resources (wild fruits); introduction of upgraded designs / skills and simple technologies to improve traditional crafts into marketable products (leather, sisal, clay, animal hair) and production of tools and services required in these production processes; as well as services required or demanded in the localities.

- Mainstreaming of assistance with Counterpart Government Agencies, as much as possible, to build up continuing local capabilities beyond the project - Project will be implemented mainly within the organizations and structures of counterpart government agencies and to the extent possible with local NGOs to ensure continuity / sustainability of interventions after the end of the project period. This can be accomplished by involving the counterpart Government Ministries in the implementation, training and provision of technical assistance to target beneficiaries with the view of institutionalizing training and technical assistance packages within the ministries / agencies.
- Introduction of sustainability schemes, when possible, for continuity beyond the project – Aside from institutionalizing the continued implementation of policies and measures introduced by the project with the relevant Government Ministries / Agencies at the Federal and State levels, cost recovery / repayment schemes will be introduced in the provision of start-up capital / tools / equipment to beneficiaries to inculcate savings / capital build up graduation from grants for sustained livelihoods.
- Convergence of assistance in the same pilot areas for greater impact and easier replication / expansion – Implementation of technical assistance will be started in limited geographical areas, close to the capital cities, where there are greater chances of success and for easier replication in other areas. As much as possible, all related technical assistances by different UN Agencies will focus on the identified geographical scope for holistic approach and better impact.
- Incorporation of the cross-cutting themes (gender, environment and HIV / Aids awareness) as topics in the skills and entrepreneurship training programs – Topics on the cross-cutting themes will be incorporated in the design and delivery of the all the training programs for widespread dissemination and understanding of their importance.
- Complementation and collaboration with established UN Projects & Government Programs – The project will collaborate with established programs / projects of UN Agencies, Government and Non-Government Organizations by using the training facilities / equipment whenever appropriate and possible and by building on initiatives already started for more efficient use of resources. More importantly, it will support the Government's Training Strategy for 5 Million Youth.

- Uniformity in the approach of providing technical assistance – A common approach will be followed with regard to providing support to counterparts and beneficiaries.

### **III. Challenges and Approaches to Address the Challenges:**

Anticipated challenges ahead in the implementation of the project and approaches to address these challenges are outlined below.

- Disruptions in the implementation of project activities during the scheduled elections (May 2010) and rainy season (July - September) - Implementation of activities will be planned before and after the periods when disruptions and slowing down are anticipated due to external factors beyond the control of the project management.
- Shortened time of implementation considering the lapsed time from the period when the funds were received (July 2009) and the operational implementation (November 2009) – To cover the lost time during the pre-implementation phase and be able to complete planned activities, a request for no cost extension will be requested. A six month extension was granted in principle by the Director of MDF-Fund Secretariat who was in mission to Sudan (2-7 November 2009) provided that a formal request is submitted.
- Limited manpower of counterpart agencies due to budgetary constraints of State Governments as can be anticipated for South Kordofan to implement the project – There may be constraints in counterpart's capacity to implement certain project activities, especially for literacy and education in Southern Kordofan where current teachers seem overburdened with current tasks. The limited manpower can be augmented by selected volunteer graduating students from the University of Diling, South Kordofan to work with the project for the mandatory one year civil service required for graduation as organized by UNV.
- Cultural beliefs and traditions that may obstruct gender equality, rights, health care and economic opportunities – More progressive minded communities / groups open to equality of gender, rights, health care and economic opportunities will be prioritized for assistance. Criteria for selection and prioritization will be drawn and agreed upon by UN Implementing Agencies and Counterpart Ministries along side with the conduct of labor demand and supply study.



#### **IV. Project Coordination / Implementation Structure:**

To improve coordination and collaboration among UN Implementing agencies and Counterpart Ministries as well as establish linkages among the States and Federal Levels, the oversight of the management of the project will be structured as follows:

- **National Project Management Committee Composition & Functions** – UNIDO as the lead UN Implementing Agency for the Northern States will chair the Committee with the Federal Ministry of Culture, Youth and Sports as co-chair. In addition to the UN Implementing Agencies and Counterpart Ministries as members, a Representative from the Private Business Sector will be included. This will enable the Committee to be better informed of the business sector views on the labor market situation and employment opportunities for the target beneficiaries. The Committee will meet quarterly for oversight and guidance to project implementers; monitor progress and institute improvements.

Efforts will be exerted to coordinate with the Project Management Committee for the Southern States for the project to move forward.

- **State Project Management Committees** – State Project Management Committees will be established to ensure coordination and collaboration at the States. The State Committees will meet quarterly, a week before the scheduled National Project Management Committee meetings. Deliberations at the State Levels will feed into the National Committee Meetings.
- **Creation of YEM Project Unit within the State MOCYS** – A YEM Project Unit will be created within the State MoCYS and FMoCYS to institutionalize project assistance services within the counterpart ministry and effectively build institutional capacity and continuity beyond the project. State Ministers consulted during the field visits are willing to create such Unit.

#### **V. Monitoring and Evaluation:**

Refinements on the system of monitoring and evaluation and on the determination of common data base and indicators will be based on the results of the Labor – Demand and Supply Study. However, system of monitoring and evaluation will be discussed and agreed upon by UN Implementing Agencies and counterparts simultaneously with the conduct of the study.

## **PART II: OPERATIONAL PLAN**

### **I. Development Objective:**

The project aims for individuals and communities especially youth and vulnerable groups (particularly ex-combatants, mine victims, WAAFG, CAAFG) have access to improved income generation opportunities and employment through decent work. To achieve this, the project will have the following immediate objectives / outcomes:

- Employment creation for migrant youth is mainstreamed into national development frameworks;
- Policies and measures are implemented at state level to help young returnees enter and remain in the labor market;
- Innovative interventions to create concrete employment and training opportunities for the youth developed and implemented in 3 North States.

### **II. Immediate Objectives / Outcomes, Outputs & Activities:**

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

**Output 1.1. Effectively coordinated youth employment initiatives among MoCSY, MoL, HRD & integrated multi-sectoral policies developed with relevant ministries**

<b>Activities:</b>	<b>Responsible Agencies</b>	<b>Timeframe</b>
1) Form a Technical Working Group for the preparation of a Coordinated National Action Plan For Youth Employment with Operational Plans over the Medium Term	UNIDO, MOCYS, MoL, HRD	Q2 – Q5 <sup>1</sup>
2) Prepare terms of reference of the stakeholders forum to discuss the harmonization and preparation of a Coordinated National Action Plan For Youth Employment based on MoCYS Training Strategy For Five Million Youth, results of the labor market supply - demand analysis report (output 2.3.1), legal framework and other major youth employment initiatives by other Government	UNIDO, TWG	

<sup>1</sup> Timeframe starts November 2009; indicates the start and end of all activities for the output, excluding monitoring

Agencies.		
3) Identify select representatives from organized youth groups, private business organizations, academe and parliament at the Federal and State Levels for the stakeholders forum with Federal and State Ministries of Culture, Youth & Sports, Labor and HRD	UNIDO, TWG	
4) Organize the conduct of the stakeholders forum	UNIDO, TWG	
5) Facilitate the conduct the stakeholders forum	UNIDO, TWG, Participating Stakeholders	
6) Synthesize results of the Forum and prepare draft Coordinated National Action Plan For Youth Employment with Operational Plans for approval and integration in the Federal and State Medium Term Development Plans and enactment of enabling laws and regulations as well as budgetary support	UNIDO, TWG	
7) Periodically monitor progress in the implementation of operational plans for continuous improvement in coordination, integration and efficacy	UNIDO, TWG	Quarterly, continuing by TWG at the end of the project

#### Output 1.2. For the South

#### 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

Activities:	Responsible Agencies	Timeframe
1) Assess the capacities of the Ministry of Industry in Khartoum in providing support services to enable Southern Kordofan State Industry Office to assist enterprises by providing market and technical information, establishing linkages to markets, sources of technology, methods of production and training	UNIDO, FMol, SMoF-IO	Q2 – Q5
2) Develop strategies and program to enable the Ministry of Industry to provide such assistance services through the Southern Kordofan State Industry Office	UNIDO, FMol, SMoF-IO	
3) Identify capacity gaps for the Ministry and Industry Office to provide such services	UNIDO	
4) Address the capacity gaps with training and	UNIDO, FMol,	

technical assistance	SMoF-IO	
5) Set up the program and operational system to institutionalize the delivery of assistance	UNIDO, FMol, SMoF-IO	
6) Monitor progress periodically and institute improvements for sustained and effective delivery of assistance and replication in other states	UNIDO	Continuing

**Output 1.4: Micro finance policies conducive to youth employment developed with Central Bank of Sudan**

<b>Activities:</b>	<b>Responsible Agencies</b>	<b>Timeframe (Duration / Target Date)</b>
1) Identify the needs and constraints resulting from the study (Output 2.3.1) with regard to access to micro finance for starting and expanding enterprises, particularly youth and women	UNDP	Q2 – Q4
2) Review existing micro finance policies and guidelines to identify those directly causing or contributing to the constraints as well as the gaps required to address the needs in either financing policies and guidelines or delivery mechanisms	UNDP, CBOS	
3) Discuss findings with CBOS and relevant ministries to explore possibilities for more favourable financing policies, guidelines and delivery mechanisms	UNDP, CBOS	
4) Jointly develop enabling micro finance policies and guideline, specialized credit financing schemes and delivery mechanisms to ease up access to finance by starting and expanding micro enterprises	UNDP, CBOS	
5) Discuss with relevant ministries and other stakeholders and finalize recommended policies, guidelines and specialized micro financing schemes and delivery mechanisms for policy adaption	UNDP, CBOS, F/S Ministries	
6) Follow through and monitor progress in the adaptation of recommended policies, guidelines and specialized financing schemes and delivery mechanisms	UNDP	Continuing

**Output 1.5. Integrated youth and adolescence national plans including guidelines on vocational training developed conducive to youth employment**

<b>Activities:</b>	<b>Responsible Agencies</b>	<b>Timeframe</b>
1.5.2.Support the development of national sub-sector		Q1 - Q2

plans on youth education/ALP		
1) Undertake situation analysis in the target states and draft/propose suitable strategies/projects.	UNICEF , FMOGE,NCLAE, State MoE	
2) Conduct consultations with different partners on the suggested strategies	UNICEF , FMOGE,NCLAE, State MoE	
3) Draft in consultation with states and partners ALP states' plans for youth education then finalize states' plans.	UNICEF , FMOGE,NCLAE, State MoE	
1.5.1. Build institutional capacity for planning, quality data collection and management for access to reliable data on young adolescent	UNICEF , FMOGE,NCLAE, State MoE	Q3 – Q7
1) Identify the current methods of planning education of young adolescent at the National/State Levels	UNICEF , FMOGE,NCLAE, State MoE	
2) Identify the planning gaps and methods for improved planning at the national/state level.	UNICEF , FMOGE,NCLAE, State MoE	
3) Assist in building institutional capacities of the NCLAE/states in planning through training and guidance	UNICEF , FMOGE,NCLAE, State MoE	
4) Determine the current methods of planning, collection and management of data on young adolescent at the State Levels	UNICEF , FMOGE,NCLAE, State MoE	Q1
5) Identify the data gaps and methods for improved planning, collection and management of quality data as reliable inputs / bases for youth and adolescence national education plans	UNICEF , FMOGE, State MoGE	Q1
6) Assist in building institutional capacities of the States in planning, collection and management of quality data through training and guidance	UNICEF , FMOGE, State MoGE	Q1-Q2
7) Monitor progress and establish continuous access to improved / reliable data in continuously building the data base as inputs to the developed national plans on youth education / Accelerated Learning Process and its adaptation and implementation at the State Levels	UNICEF , FMOGE, State MoGE	Continuing

**Outcome 2: Individuals and communities especially youth and vulnerable groups (particularly ex-combatants, mine victims, WAAG, CAAFG have access to improved income generation opportunities through decent work**

**Output 2.1. State level action plans for employment developed in 3 states in line with outcomes of youth employment stakeholder forum**

<b>Activities:</b>	<b>Responsible Agencies</b>	<b>Timeframe</b>
1) Establish contacts with stakeholders (Ministry of Labor, Ministry of Youth, Workers Trade Unions, Employers Organizations, Agriculture Ministry or Industry Unit)	ILO, MoL, Mol, MoCYS	Q2 – Q3
2) Coordinate & hold consultations at the Federal and State levels	ILO, MoL, Mol, MoCYS	
3) Undertake Round Table Discussions at the Federal Level	ILO, MoL, Mol, MoCYS	
4) Undertake Round Table Discussions at the State Level	ILO, MoL, Mol, MoCYS	
5) Formulate State Action Plans based on the results of the Round Table Discussions	ILO, MoL, Mol, MoCYS	
6) Present the State Action Plans to stakeholders in a Youth Employment Forum/ Workshop participated by Federal and State levels stakeholders	ILO, MoL, Mol, MoCYS	
7) Monitor progress of implementation of State Action Plans for continuous improvements, coordination and sustained execution	ILO	Continuing

**Output 2.1. State Plan on functional literacy developed for Blue Nile & Southern Kordofan**

<b>Activities:</b>	<b>Responsible Agencies</b>	<b>Timeframe</b>
1) Establish institutional arrangements and framework in developing and integrating functional literacy to the State and National development plans	UNESCO	Q2 - Q4
2) Undertake consultations to assess existing policies towards youth employment among State Government Agencies and stakeholders	UNESCO, NCLAE, MoL, State Planning Office	
3) Jointly develop policies and strategies with counterpart agencies and other stakeholders for functional literacy to be integrated into the state and national policies and strategies	UNESCO, NCLAE, MoL, State Planning Office	
4) Develop an action plan for functional literacy with special focus on females, consisting of: socio-economic background, Sitan of education, goals	UNESCO, NCLAE, MoL, State Planning	

and objectives and implementation strategy including implementation tools	Office	
5) Follow through and monitor progress of the integration of functional literacy in the state and national development plans	UNESCO	Continuing

**Output 2.3. Analysis undertaken on strategic economic sectors, labor force supply and demand and opportunities for youth self employment in 3 States**

Activities:	Responsible Agencies	Timeframe
1) Prepare the terms of reference for the study on the supply-demand analysis for the labor market and identify major livelihood constraints, priorities, options / potentials for migrant youth	UNDP	Q1 –Q2
2) Gather the feedback from other implementing agencies for inclusion of information to be captured in the study		
3) Finalize the terms of reference of the study		
4) Undertake the study and prepare report		
5) Conduct workshop in Khartoum to disseminate study results to stakeholders		February 2009
6) Circulate study report to other implementing agencies as input to carrying out activities in attaining other outputs.		1 March 2009

**Output 2.4. Enhanced capabilities of at least 3 Meso-level delivery institutions per state to implement youth development policies and services**

Activities:	Responsible Agencies	Timeframe
1) Determine the role Employers' Organizations, Trade Unions, Ministry of Labor and other relevant public bodies and business support organizations at the state level in implementing youth development policies and services based on the Demand – Supply Study (Output 2.3) and in coordination with the National Action Plan (Output 1.1)	ILO, MoL, SMoF-IO	Q2 – Q3
2) Identify the gap between the required capabilities and the current capabilities of at least 3 institutions per state to implement youth development policies and services.	ILO, MoL, SMoF-IO, EO, TU	

3) Design the appropriate training programs to enhance capacities of institutions to implement development policies and services.	ILO, MoL, EO, TU	
4) Conduct the training programs at the State Levels among MoL, Employers and Trade Unions and other stakeholders	ILO, MoL, EO, TU	
5) Monitor periodically the progress and institute changes for improvements and sustained implementation of development policies and services for assisting unemployed and vulnerable youth by the institutions.	ILO	Continuing

**Output 2.5. Curricula for short term vocational / technical skills training and entrepreneurship development prepared and management capacity of public and private training institutions enhanced in Southern Kordofan**

<b>Activities:</b>	<b>Responsible Agencies</b>	<b>Timeframe</b>
1) Assess the capacities of MoCYS, Industry Unit of State Ministry of Finance and other public and private training institutions in delivering short term vocational / technical skills and entrepreneurship development training programs required in the target areas	UNIDO	Q1 – Q4
2) Explore possibilities of introducing entrepreneurship development training as additional subjects /courses for students of the technical training institutions	UNIDO	
3) Design Training of Trainers for Entrepreneurship Development Training Programs for counterpart agencies / organizations	UNIDO, MoCYS, FMoF-IU, MoAF	
4) Select participants and undertake preparatory work for the conduct of the Training of Trainers		
5) Conduct Training of Trainers		
6) Guide the conduct of Entrepreneurship Development Training Programs to target beneficiaries		Continuing
7) Identify the employment / self employment opportunities in economic sub-sectors with growth potentials based on the results of the Study (Output 2.3)		
8) Adapt applicable short term vocational / skills		



training packages & training materials developed by UNIDO		
9) Develop other training packages and training materials for short term vocational / technical skills training for employment or self employment		
10) Train trainers for the conduct of adapted / developed training packages		
11) Provide guidance and assistance in building up management capacities of counterpart organization to undertake training programs to target beneficiaries		Continuing
12) Monitor progress and institute improvements for more effective sustained delivery of training packages		Continuing

Output 2.6: For the South

**Output 2.7: Reduced youth vulnerability towards HIV through increased accessibility and acquisition of information, knowledge and life skills on HIV**

<b>Activities:</b>	<b>Responsible Agencies</b>	<b>Timeframe</b>
1) Assess the training / information needs of the target population on knowledge and life skills on HIV and AIDS	UNAIDS / UNESCO	Q2 –Q3
2) Based on the assessment, develop action for development of education module on HIV/AIDS and the teachers' guideline to be incorporated into ALP curriculum of UNICEF and functional literacy training of UNESCO and session guides and materials for the skills, entrepreneurial and managerial training of UNIDO, ILO, FAO and UNDP.	UNAIDS / UNESCO	
3) Review secondary modules & materials to assess useful and relevant contents to be incorporated in intended HIV/AIDS module	UNAIDS / UNESCO	
4) Develop comprehensive education modules on HIV/AIDS and develop core capacities of master trainers at the State level	UNAIDS / UNESCO	
5) Provide audio visual equipments and related materials to the TVET centres to be used of awareness raising on HIV/AIDS among the target population	UNAIDS / UNESCO	Continuing
6) Follow through and monitor progress for increased dissemination of information, knowledge and life skills on HIV in the target areas	UNAIDS / UNESCO	Continuing

**Outcome 3: Innovative interventions to create concrete employment 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**

<b>Activities:</b>	<b>Responsible Agencies</b>	<b>Timeframe</b>
3.1.1 Design and implement a life skills based ALP and vocational training curriculum for planners and teachers including distribution of ALP and vocational training materials	UNICEF , FMOGE,NCLAE, State MoE	Q3 –Q7
1) Design life skills based ALP and vocational training curriculum	UNICEF , FMOGE,NCLAE, State MoE	
2) TOT on ALP curriculum/vocational training curriculum and teaching methodologies	UNICEF , FMOGE,NCLAE, State MoE	
3) Distribution of ALP and vocational training materials	UNICEF , FMOGE,NCLAE, State MoE	
3.1.2 Support the rehabilitation of ALP centres for young people. (UNICEF)	UNICEF , FMOGE,NCLAE, State MoE	Q4 –Q7
1) Rehabilitate ALP centres for young people	UNICEF , FMOGE,NCLAE, State MoE	
Follow through and monitor progress		Continuing

**Output 3.2. Employability of youth improved through adoption of short and medium term literacy skills with special focus on females**

<b>Activities:</b>	<b>Responsible Agencies</b>	<b>Timeframe</b>
1) Identify the needs for short and medium term literacy skills training required with special focus on females from the results of the Labor Demand – Supply Study (Output 2.3)	UNESCO	Q2 –Q7
2) Validate the training needs in consultation with State Agencies, target groups and other stakeholders	UNESCO	
3) Develop and validate the training modules and training materials for short and medium term literacy skills training programs	UNESCO – NCLA	
4) Select participants and undertake the necessary preparatory work for the conduct of Training of	UNESCO – NCLA	

Trainers		
5) Conduct the Training of Trainers in the target States	UNESCO – NCLA	
6) Plan awareness campaigns to interest youth and women to participate in the training programs with the print and broadcast media	UNESCO – NCLA	
7) Launch the awareness campaign with the print and broadcast media at the target states		
8) Monitor progress and institute changes for improvement and continuous running of the training programs developed	UNESCO	Continuing

**Output 3.3. Women empowered to increase employability and benefit from employment opportunities**

Activities:	Responsible Agencies	Timeframe
1) Assess the gaps required to augment the current reproductive health, family planning, behavioural change and communication campaign activities being undertaken in the target States	UNFPA	Q1
2) Design reproductive health, family planning and behavioural change training programs and awareness campaign to address the gaps in the target states in consultation with counterpart agencies and other stakeholders	UNFPA, F/SMoH	Q2
3) Conduct training programs in the target States with counterpart agencies / organizations	UNFPA, F/SMoH	Q2 –Q4
4) Monitor progress for continuity of training and awareness campaign activities by counterpart organizations	UNFPA	Continuing

**Output 3.4. Enhanced employability and empowerment of youth through volunteering assignments**

Activities:	Responsible Agencies	Timeframe
1) Prepare concept paper for proposed arrangement with the University of Kadugli in getting selected graduating students to undertake volunteering assignments with UN Implementing Agencies in lieu of the mandatory one year civil service requirements in obtaining college degrees	UNV	Q1 –Q8
2) Discuss the proposed arrangements with Deling University, South Kordofan officials and other Governing Bodies	UNV, DU	
3) Sign a Memorandum of Agreement regarding the	UNV, DU	

arrangement with the University and Governing Body		
4) Conduct orientation on the volunteering assignments to graduating students of selected courses relevant to the work of UN Implementing Agencies before the end of the school year	UNV, DU	
5) Recruit students selected based on their academic performance (at least top 20%), willingness to volunteer and positive traits and attitude by interviews after the orientation	UNV, DU	
6) Conduct training program to prepare recruits on the values and attitudes for volunteering work	UNV	
7) Assign trained recruits with UN Implementing agencies in South Kordofan	UNV	
8) Monitor performance of volunteers with host agencies	UNV	
9) Evaluate progress and plan for replication in other States and continuity after the project has ended	UNV, DU	Continuing

**Output 3.5. Vocational and technical skills training and entrepreneurship development courses offered for youth in Southern Kordofan**

<b>Activities:</b>	<b>Responsible Agencies</b>	<b>Timeframe</b>
1) Arrange the schedule for the conduct short-term vocational / technical skills training packages to the youth with trained trainers (Output 2.5) and outside technical experts	UNIDO, MoCYS, SMoF- IU	Q2 – Q8
2) Undertake entrepreneurial development courses among participants of the skills training	UNIDO, MoCYS, SMoF- IU	
3) Refer graduates interested to group together for business ventures or common schemes to ILO (Output 3.6) for formation of cooperatives	UNIDO, MoCYS, SMoF- IU	
4) Establish linkages with local industries to arrange for internship, on –the job training of training participants or placements of graduates as well as determine workers and skills required for the development of specialized skills training programs	UNIDO, MoCYS, SMoF- IU	
5) Guide trainers in developing new training packages required by local industries	UNIDO, MoCYS, SMoF- IU	
6) Provide business coaching to existing business enterprises and starting enterprises, including graduates of training programs conducted for growth and expansion in order to create additional employment opportunities for youth and women	UNIDO, MoCYS, SMoF- IU	
7) Facilitate delivery of other training and technical	UNIDO,	

assistance required in scaling up business operations such as common marketing schemes, packaging, process and product quality improvements and the like addressing bottlenecks for growth and expansion with the Mol & MoF-IO (Output 1.3)	MoCYS, SMOF- IU	
8) Monitor progress and institute improvements for sustained delivery of training programs and advisory services	UNIDO	On-going

**Output 3.6. Local capacity of running training for micro and small enterprises and developing cooperatives / associations enhanced at state level**

<b>Activities:</b>	<b>Responsible Agencies</b>	<b>Timeframe</b>
1) Assess the needs of the target groups in three states based on the results of the Demand – Supply Study (Output 2.3) for the adjustments of the design of the two training program packages: State & Improve Your Own Business (SYIB) and Training of Entrepreneurs (TOE)	ILO, SMOF-IO, MoCYS	Q4 – Q6
2) Adjust the SYIB and TOE training designs accordingly	ILO	
3) Select participants to be trained as trainers from counterpart agencies and other business support organizations in the States covered and undertake preparatory work for the conduct of training	ILO, MoCYS, SMOF-IO	
4) Conduct the two runs of SYIB Training of Trainers in each State	ILO	
5) Arrange and guide the conduct of SYIB training programs to target project beneficiaries by trained SYIB Trainers	ILO, MoCYS, SMOF-IO	
6) Select participants for the TOE in the target areas and undertake preparatory work for the conduct of the training programs	ILO, MoCYS, SMOF-IO	
7) Conduct five runs of TOE in each State	ILO, MoCYS, SMOF-IO	
8) Identify groups that have undergone skills training with other UN Implementing Agencies for formation into cooperatives	ILO	
9) Assist ten groups in the three States in cooperative formation and develop and strengthen their organizational and management capacities through training and advisory assistance	ILO, MoRDC	
10) Refer the strengthened cooperatives to UNDP for training on autonomous savings and credit (Output 3.7)	ILO	
11) Monitor the progress and institute improvements	ILO	Continuing



for effectiveness and continuity by counterpart agencies after the project period		
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**Output 3.7. Micro finance capacity building and micro-business start-up supporting mechanisms established for boosting youth self employment**

<b>Activities:</b>	<b>Responsible Agencies</b>	<b>Timeframe</b>
1) Design training and coaching package for building up autonomous savings and credit program among the cooperatives developed and strengthened by Output 3.6	UNDP	Q3 –Q7
2) Undertake the training and coaching activities for autonomous savings and credit among the cooperatives	UNDP, MoCYS, SMoF-IO, CBOS	
3) Set the selection criteria and procedures for the Business Idea Competitions and form Selection Panel, preferably from banks or private business sector organizations	UNDP, MoCYS, SMoF-IO, CBOS	
4) Launch the Business Idea Competitions among the members of the cooperatives or individuals trained by other UN implementing agencies per area and State	UNDP, MoCYS	
5) Provide Start-up micro grants with cost recovery schemes for continuity after the project period	UNDP, MoCYS	
6) Monitor progress for improvements, replication in other areas and continuity after the project period	UNDP	Continuing

**Output 3.8. For the South**

**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**

<b>Activities:</b>	<b>Responsible Agencies</b>	<b>Timeframe</b>
1) Continuously undertake tracking activities to identify returnees and former combatants in 200 villages in South Kordofan and refer to other UN Implementing Agencies for assistance	IOM, MoCYS	Q1-Q4
2) Determine the required specifications for the multi-purpose center for skills training, common service facilities, quality improvement and testing facilities based on the recommendations of UNIDO, UNDP, ILO, UNICEF	IOM, MoCYS	

3) Build the multi – purpose center based on the recommendations made by above UN Agencies on land provided by MoCYS	IOM	
4) Turn-over the built facility to MoCYS for upkeep and maintenance	IOM. MoCYS	
5) Periodically upgrade data base on refugees and returnees	IOM	Continuing

**Outcome 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**

Activities:	Responsible Agencies	Timeframe
1) Identify short gestation, drought resistant marketable agricultural, livestock and poultry products and other food, agriculture and environment related sustainable rural income generating activities suitable at the identified IDP settlements in Blue Nile	FAO	Q2 – Q6
2) Redesign the Junior Farmer Field and Life School focussing on identified marketable products based on the profile of target participants, community support and available land and water resources at the target settlements	FAO	
3) Design two sets of Training of Trainers on the JFFLS methodology, one for the staff of counterpart agencies and other support organizations while the other is for JFFLS facilitators and team leaders from target communities	FAO	
4) Conduct the Training of Trainers for staff of counterpart agencies and other support organizations on the JFFLS Methodology	FAO, MoCYS, MoAF	
5) Select potential JFFLS facilitators and team leaders from target communities	FAO, MoCYS, MoAF	
6) Conduct the Training of Trainers for JFFLS facilitators and Team Leaders with counterpart agencies and other support organizations	FAO, MoCYS, MoAF	
7) Run the 4 JFFLS in the target communities over a period of 9 months (2 or 3 production cycles) providing the necessary tools and inputs required	FAO, MoCYS, MoAF	
8) Assist participants in marketing products and accumulate capital by putting aside the cost of inputs as savings or revolving fund solely for the project	FAO, MoCYS, MoAF	

9) Provide JFFLS graduates with basic productive assets for start – up in addition to their accumulated capital during the training period with cost recovery mechanism or repayment scheme in coordination with the micro-finance savings conduits formed and strengthened by Outputs 3.6 and 3.7	FAO, MoCYS, MoAF	
10) Monitor the progress of graduates for the continued application of skills acquired for income generation and replicate implementation of JFFLS in other areas	FAO, MoCYS, MoAF	Continuing





1.3.2 Develop strategies and program to enable the Ministry of Industry to provide such assistance services through the Southern Kordofan State Industry Office	UNIDO		x																
1.3.3 Identify capacity gaps for the Ministry and Industry Office to provide such services	UNIDO		x								x								
1.3.4 Address the capacity gaps with training and technical assistance	UNIDO			x							x								
1.3.5 Set up the program and operational system to institutionalize the delivery of assistance	UNIDO			x											x				
1.3.6 Monitor progress periodically and institute improvements for sustained and effective delivery of assistance and replication in other states	UNIDO																		
Output 1.4. Micro finance policies conducive to youth employment developed with Central Bank of Sudan																			
1.4.1 Identify the needs and constraints resulting from the study (Output 2.3.1) with regard to access to micro finance for starting and expanding enterprises, particularly youth and women	UNDP		x							x									
1.4.2 Review existing micro finance policies and guidelines to identify those directly causing or contributing to the constraints as well as the gaps required to address the needs in either financing policies and guidelines or delivery mechanisms	UNDP		x							x									
1.4.3 Discuss findings with CBOS and relevant ministries to explore possibilities for more favourable financing policies, guidelines and delivery mechanisms	UNDP			x	x					x	x								
1.4.4 Jointly develop enabling micro finance policies, guidelines and delivery mechanisms to ease up access to finance by starting and expanding micro enterprises	UNDP			x	x					x	x								
1.4.5 Discuss with relevant ministries and other stakeholders and finalize recommended policies, guidelines and delivery mechanisms for policy adaption	UNDP				x							x							
1.4.6 Follow through and monitor progress in the adaptation of recommended policies, guidelines and delivery mechanisms	UNDP					x				x	x	x	x						
Output 1.5. Integrated youth and adolescence national plans including guidelines on vocational training developed conducive to youth employment																			
1.5.1.Support the development of national sub-sector plans on youth education/ALP	UNICEF		x																

The Lead Ministry (FMOYS) is to contact the Federal Ministry of Industry (FMOI) about the permanent assignemnt of the initial focal person to UNIDO in order to finalize the activities that were started prior to change of government afer the Elections.

CONTINUING

Ongoing preparation for the final participatory workshop with all stakeholders to finalize recommended policies, guidelines and delivery mechanisms for policy adaption. Thereafter, finalization of the report







2.5.6 Guide the conduct of Entrepreneurship Development Training Programs to target beneficiaries	UNIDO				CONTINUING					
2.5.7 Identify the employment / self employment opportunities in economic sub-sectors with growth potentials based on the results of the Study (Output 2.3)	UNIDO		x				x	x		Additional training packages are being developed based on the results of the Labor Market Study which was disseminated at the beginning of Q6
2.5.8 Adapt applicable short term vocational / skills training packages & training materials developed by UNIDO	UNIDO			x				x		
2.5.9 Develop other training packages and training materials for short term vocational / technical skills training for employment or self employment	UNIDO			x	x			x	x	
2.5.10 Train trainers for the conduct of adapted / developed training packages	UNIDO					x		x	x	
2.5.11 Provide guidance and assistance in building up management capacities of counterpart organization to undertake training programs to target beneficiaries	UNIDO					CONTINUING				
2.5.12 Monitor progress and institute improvements for more effective sustained delivery of training packages	UNIDO			CONTINUING						
Output 2.7: Reduced youth vulnerability towards HIV through increased accessibility and acquisition of information, knowledge and life skills on HIV		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
2.7.1. a) Preparation of 30 minute Module for Entrepreneurial and skills trainings of UNIDO, ILO, UNDP, FAO b)Preparation of Module on HIV/AIDS for curricula development of UNICEF and UNESCO and technical schools. Succeeding activities have been correspondingly adjusted.			x	x						
2.7.2. a) Submit the Short Module on HIV and AIDS for short term entrepreneurial and skills trainings to UNIDO for circulation and inclusion in the trainings to be conducted by UNIDO, UNDP, FAO and ILO.	UNAIDS			x						
2.7.2.b) Submit Draft Module on HIV/AIDS to UNIDO for circulation to the Working Group to be coordinated by UNIDO comprising of UNESCO, UNICEF, UNFPA, NCLAE & MoGE for comments and deliberations.	UNAIDS			x						
2.7.3 Deliberate on the comments and feedback of the Working Group and finalize the Draft Module.	UNAIDS			x				x		The Second Draft Module is to be prepared after consultations in the States after which a meeting with the Working group is going to be organized for comments and feedback.
2.7.4. Pre-test the modules in selected technical / vocational institutions in the States					x			x		
2.7.4 Collate and Analyze the results of the pre-testing of modules	UNAIDS				x			x		
2.7.5 Present the pre-testing results and analysis to the Working Group and educationql institutions involved in the pre-testing for adjustments / improvements of the modules	UNAIDS				x			x		
2.7.6 Finalize the Modules, teaching guides and teaching materials	UNAIDS				x			x		
2.7.7 Print the final module and trainers' guidelines	UNAIDS					x			x	
2.7.8 Build core capacities of trainers at the states for the inclusion of the modules in the curricula and delivery of the training modules in technical / vocational training programs.						x			x	

2.7.9. Monitor progress of the delivery of the training modules by UNIDO, UNDP, ILO & FAO in their entrepreneurship and skills training and by educational institutions for continuous dissemination of information, knowledge and life skills on HIV and reduced youth vulnerability towards HIV.	UNAIDS				x	x		x	x	x		
<b>JP Outcome 3: Innovative interventions to create concrete employment and training opportunities for the youth developed and implemented in 6 states (States level)</b>	UN Agency	Timeframe									Comments	
<b>Output 3.1: ALP and vocational training opportunities available for adolescents with special focus on girls and ex-child soldiers</b>		OCT 2009 - DEC 2011										
<b>Activities</b>		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9		
3.1.1 Design and implement a life skills based ALP curriculum for planners and teachers including distribution of ALP materials	UNICEF										The terms vocational training curriculum and training materials have been removed from this output, as they are only to be designed and implemented in South Sudan.	
3.1.1.1 Design life skills based ALP curriculum	UNICEF		x									
3.1.1.2 TOT on ALP curriculum and teaching methodologies	UNICEF			x	x			x	x	x	Completed in North Kordofan and Blue Nile. Pending in Skordofan	
3.1.1.3 Distribution of ALP and vocational training materials	UNICEF					x	x	x	x	x	Textbooks/teachers guides and manuals printed and distribution is ongoing. Printing of additional textbooks is ongoing.	
3.1.2 Support the rehabilitation of ALP centres for young people. (UNICEF)	UNICEF											
3.1.2.1 Rehabilitate ALP centres for young people	UNICEF			x	x	x	x	x	x	x	Delayed until the Second Year Fund is received. Implementation will start after the rainy season.	
3.1.3 Follow through and monitor progress	UNICEF		CONTINUING									
<b>Output 3.2. Employability of youth improved through adoption of short and medium term literacy skills with special focus on females</b>		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9		
3.2.1 Identify the needs for short and medium term literacy skills training required with special focus on females from the results of the Labor Demand – Supply Study (Output 2.3)	UNESCO		x	x	x							
3.2.2 Validate the training needs in consultation with State Agencies, target groups and other stakeholders	UNESCO		x	x	x	x						

3.3.3 Develop and validate the training modules and training materials for short and medium term literacy skills training programs	UNESCO		x	x	x	x	x						
3.3.4 Select participants and undertake the necessary preparatory work for the conduct of Training of Trainers	UNESCO		x	x	x	x	x	x					
3.3.5 Conduct the Training of Trainers in the target States	UNESCO								x	x			
3.3.6 Plan awareness campaigns to interest youth and women to participate in the training programs with the print and broadcast media	UNESCO				x	x			x	x			
3.3.7 Launch the awareness campaign with the print and broadcast media at the target states	UNESCO		x	x	x	x	x	x	x	x			waing for fund release from UNESCO HQ
3.3.8 Monitor progress and institute changes for improvement and continuous running of the training programs developed	UNESCO		CONTINUING										
Output 3.3. Women empowered to increase employability and benefit from employment opportunities		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9			
3.3.1 Assess the gaps required to augment the current reproductive health, family planning, behavioural change and communication campaign activities being undertaken in the target States	UNFPA		x										
3.3.2 Design reproductive health, family planning and behavioural change training programs and awareness campaign to address the gaps in the target states in consultation with counterpart agencies and other stakeholders	UNFPA			x					x				
3.3.3 Conduct training programs in the target States with counterpart agencies / organizations	UNFPA				x					x			Several different training programs gave already been conducted nonetheless the final component of this activity which is concerned with providing Youth friendly Services and Training is still pending the opening of the Livelihoods and Training Center by IOM in SKS
3.3.4 Monitor progress for continuity of training and awareness campaign activities by counterpart organizations	UNFPA												
Output 3.4. Enhanced employability and empowerment of youth through volunteering assignments		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9			



3.4.1 Prepare concept paper for proposed arrangement with the University of Kadugli in recruiting selected graduates to undertake volunteering assignments with UN Implementing Agencies in lieu of the mandatory one year civil service requirements for obtaining college degrees	UNV	x																	
3.4.2 Discuss the proposed arrangements with Dalenj University, South Kordofan officials and other Governing Bodies	UNV	x																	
3.4.3 Sign a Letter of Agreement between UN agencies and Dalenj University	UNV	x	x																
3.4.4 Recruit national UNV volunteer as management assistant for Dalenj University and train	UNV		x																
3.4.5 University, MoCSY and UN agencies define recruitment criteria	UNV		x																
3.4.6 Conduct orientation on the volunteering assignments to graduating students about the project goals before the end of the school year	UNV		x																
3.4.7 Recruit students selected based on their willingness to volunteer, positive traits, academic achievement and attitude by interviews after the orientation	UNV		x																
3.4.8 Conduct training program to prepare recruits and university staff on the values and attitudes for volunteering work, entrepreneurial skills etc	UNV			x			x												
3.4.9 Assist and monitor volunteers' performance and results in the field	UNV								x	x	x							This activity started on time however it had to stop due to the security situation in SK by the end of the quarter.	
3.4.10 Assign trained recruits with UN Implementing agencies in South Kordofan	UNV				x	x					x	x						Arrangements for assigning students to UN agencies are being made	
3.4.11 Monitor performance of volunteers with host agencies	UNV								x	x	x	x							
3.4.12 Evaluate progress and plan for replication in other States and continuity after the project has ended	UNV	CONTINUING																	
Output 3.5. Vocational and technical skills training and entrepreneurship development courses offered for youth in Southern Kordofan		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9									
3.5.1 Arrange the schedule for the conduct short-term vocational / technical skills training packages to the youth with trained trainers (Output 2.5) and outside technical experts	UNIDO				x		x	x	x	x								Activities started on time but had to be stopped due	
3.5.2 Undertake entrepreneurial development courses among participants of the skills training	UNIDO					x	x	x	x	x								to the conflict that arose in SKS in the last month of Q7. Activities will be resumed once the security situation is stable	





[illegible]

**JP BUDGET & FUNDS COMMITTED & DISBURSED AS OF SEPTEMBER 2011**

Outcome / Outputs	Agency	Budget			Committed (9/2011 )	Disbursed (9/2011)	South Kordofan		Blue Nile		North Kordofan	
		Year 1	Year 2	Total			Budget	Committed	Budget	Committed	Budget	Committed
Outcome 1												
Output 1.1.	UNIDO	50.000,00	0,00	50.000,00	20.000,00	20.000,00						
Output 1.3	UNIDO	20.000,00	5.000,00	25.000,00	20.000,00	10.000,00	15.000,00	15.000,00				
Output 1.4	UNDP	20.000,00	5.000,00	25.000,00	22.500,00	13.359,00						
Output 1.5	UNICEF	45.000,00	20.000,00	65.000,00	157.233,00	59.492,00						
Outcome 2												
Output 2.1.	ILO	45.000,00	0,00	45.000,00	10.550,00	10.550,00	15.000,00	3.516,67	15.000,00	3.516,67	15.000,00	3.516,67
Output 2.2	UNESCO	40.000,00	10.000,00	50.000,00	40.000,00	40.000,00	25.000,00	20.000,00	25.000,00	20.000,00	0,00	0,00
Output 2.3	UNDP	70.000,00	0,00	70.000,00	60.500,00	48.510,00	23.333,33	20.166,67	23.333,33	20.166,67	23.333,33	20.166,67
Output 2.4	ILO	70.000,00	70.000,00	140.000,00	140.000,00	134.945,00	46.666,67	46.666,67	46.666,67	46.666,67	46.666,67	46.666,67
Output 2.5	UNIDO	75.000,00	100.000,00	175.000,00	150.000,00	90.000,00	175.000,00	150.000,00	0,00	0,00	0,00	0,00
Output 2.7	UNESCO- UNAIDS	50.000,00	35.000,00	85.000,00	85.000,00	85.000,00	28.333,33	28.333,33	28.333,33	28.333,33	28.333,33	28.333,33
Outcome 3												
Output 3.1	UNICEF	300.000,00	110.000,00	410.000,00	404.947,00	262.947,00	136.666,67	134.982,33	136.667,67	134.982,33	136.667,67	134.982,33
Output 3.2	UNESCO	210.000,00	100.000,00	310.000,00	143.121,40	53.930,41	155.000,00	71.560,70	155.000,00	71.560,70	0,00	0,00
Output 3.3	UNFPA	70.000,00	70.000,00	140.000,00	113.110,00	26.889,00	140.000,00	113.110,00	0,00	0,00	0,00	0,00
Output 3.4	UNV	45.000,00	45.000,00	90.000,00	45.000,00	45.000,00	90.000,00	45.000,00	0,00	0,00	0,00	0,00
Output 3.5	UNIDO	90.000,00	250.000,00	340.000,00	148.000,00	88.000,00	340.000,00	148.000,00	0,00	0,00	0,00	0,00
Output 3.6	ILO	220.000,00	120.000,00	340.000,00	285.997,85	244.667,83	113.333,33	95.332,62	113.333,33	95.332,62	113.333,33	95.332,62
Output 3.7	UNDP	170.000,00	200.000,00	370.000,00	272.500,00	0,00	123.333,33	90.833,33	123.333,33	90.833,33	123.333,33	90.833,33
Output 3.9	IOM	200.000,00	162.500,00	362.500,00	321.274,09	321.274,09	362.500,00	321.274,09	0,00	0,00	0,00	0,00
Output 3.10	FAO	255.000,00	210.000,00	465.000,00	360.750,96	342.811,81	0,00	0,00	465.000,00	360.750,96	0,00	0,00
TOTAL		2.045.000,00	1.512.500,00	3.557.500,00	2.800.484,30	1.897.376,14	1.789.166,67	1.303.776,41	1.131.667,66	872.143,28	486.667,66	419.831,62

**Notes:**

1) UNICEF & ILO Figures are as of June 30, 2011

2) UNAIDS subcontracted UNESCO for output 2.7. Thus, UNAIDS has fully disbursed funds to UNESCO while funds committed and disbursed by UNESCO is shown below:

Output 2.7	UNAIDS	(actual)	29.557,60	24.351,00
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3) For outputs implemented in more than 1 State, budgets and funds committed is assumed to be equally distributed among the States

**Evaluator: Carlos Alberto Carravilla Gregorio**

**EVALUATION MATRIX MDG-F SUDAN**

CRITERIA	EVALUATION QUESTIONS	INFORMATION SOURCES AND TOOLS	CODE
RELEVANCE	Is the identification of the problems, inequalities and gaps, with their respective causes, clear in the joint programme?	PRODOC	R1
	Does the Joint Programme take into account the particularities and specific interests of women, minorities and ethnic groups in the areas of intervention?	PRODOC and reports	R2
	To what extent has the intervention strategy been adapted to the areas of intervention in which it is being implemented? What actions does the programme envisage, to respond to obstacles that may arise from the political and socio-cultural context?	PRODOC and reports	R3
	Are the monitoring indicators relevant and do they meet the quality needed to measure the outputs and outcomes of the joint programme?	PRODOC and reports	R4
OWNERSHIP IN THE DESIGN	To what extent do the intervention objectives and strategies of the Joint Programme respond to national and regional plans?	PRODOC	OD1
	To what extent have the country's national and local authorities and social stakeholders been taken into consideration, participated, or have become involved, at the design stage of the development intervention?	Context documentation Interviews governmental institutions: every institution	OD2
EFFICIENCY	How well does the joint programme's management model – that is, its tools, financial resources, human resources, technical resources, organizational structure, information flows and management decision-making – contribute to generating the expected outputs and outcomes?	PRODOC and reports Interviews agencies UUNN and governmental institutions: only UNDP and Ministry of Education	E1
	To what extent are the participating agencies coordinating with each other and with the government and civil society? Is there a methodology underpinning the work and internal communications that contributes to the joint implementation?	PRODOC and reports Interviews agencies UUNN and governmental institutions	E2
	Are there efficient mechanisms for coordination that prevent counterparts and beneficiaries from becoming overloaded?	Interviews agencies UUNN and governmental institutions	E3
	Does the pace of implementing programme outputs ensure the completeness of the joint programme's results? How do the different components of the joint programme interrelate?	PRODOC and reports Interviews agencies UUNN and governmental institutions	E4
	Are work methodologies, financial tools etc. shared among agencies and among joint programmes?	Interviews agencies UUNN: UNDP, ILO and UNICEF	E5
	Have more efficient (sensitive) and appropriate measures been adopted to respond to the political and socio-cultural context identified?	PRODOC and reports Interviews agencies UUNN and governmental institutions	E6
	How conducive are current UN agency procedures to joint programming? How can existing bottlenecks be overcome and procedures further harmonized?	Interviews agencies UUNN	E7
	To what extent have the target population and the participants taken ownership of the programme, assuming an active role in it?	PRODOC and reports	

<b>OWNERSHIP IN THE PROCESS</b>		Interviews agencies UUNN and governmental institutions	<b>OP1</b>
	To what extent have national public/private resources and/or counterparts been mobilized to contribute to the programme's goals and impacts?	PRODOC and reports	
		Interviews agencies UUNN and governmental institutions	<b>OP2</b>
<b>EFFICACY</b>	Is the programme making progress towards achieving the stipulated results?	PRODOC and reports	<b>EFF1</b>
	To what extent and in what ways is the joint programme contributing to the Millennium Development Goals at the local and national levels?	PRODOC and reports	<b>EFF2</b>
	To what extent is the programme contributing to the goals set by the thematic window, and in what ways?	PRODOC and reports	<b>EFF3</b>
	Is the stipulated timeline of outputs being met? What factors are contributing to progress or delay in the achievement of the outputs and outcomes?	PRODOC and reports	<b>EFF4</b>
		Interviews agencies UUNN and governmental institutions	
	Do the outputs produced meet the required high quality?	Interviews agencies UUNN and governmental institutions	<b>EFF5</b>
		JP documents	
	Does the programme have follow-up mechanisms (to verify the quality of the products, punctuality of delivery, etc.) to measure progress in the achievement of the envisaged results?	PRODOC and reports	<b>EFF6</b>
	Is the programme providing coverage to beneficiaries as planned?	PRODOC and reports	<b>EFF7</b>
		Direct observation	
	In what way has the programme come up with innovative measures for problem-solving?	Interviews agencies UUNN and governmental institutions	<b>EFF8</b>
	Have any good practices, success stories, or transferable examples been identified?	Direct observation	<b>EFF9</b>
<b>SUSTAINABILITY</b>	In what ways has the joint programme contributed to the issue of fair youth employment?	Interviews agencies UUNN and governmental institutions	<b>EFF10</b>
	In what ways has the joint programme contributed to the issue of internal and/or external migration?	Interviews agencies UUNN and governmental institutions	<b>EFF11</b>
	What types of differentiated effects are resulting from the joint programme in accordance with the sex, race, ethnic group, rural or urban setting of the beneficiary population, and to what extent?	Interviews agencies UUNN and governmental institutions	<b>EFF12</b>
		Direct observation	
		JP documents	
<b>SUSTAINABILITY</b>	Is the programme supporting national and/or local institutions?	Interviews governmental institutions	<b>S1</b>
	Have operating capacities been created and/or reinforced in national and local partners?	Interviews governmental institutions	<b>S2</b>
		Direct observation	
	Do the partners have sufficient financial capacity to keep up the benefits produced by the programme?	Interviews governmental institutions	<b>S3</b>
		Interviews agencies UUNN	
	Is the duration of the programme sufficient to ensure a cycle that will ensure the sustainability of the interventions?	Interviews agencies UUNN and governmental institutions	<b>S4</b>
		Direct observation	

	Have networks or network institutions been created or strengthened to carry out the roles that the joint programme is performing?	Interviews agencies UUNN and governmental institutions Direct observation	<b>S5</b>
	To what extent are the visions and actions of partners consistent with or different from those of the joint programme?	Interviews agencies UUNN and governmental institutions Direct observation	<b>S6</b>
	In what ways can governance of the joint programme be improved so as to increase the chances of achieving sustainability in the future?	Interviews agencies UUNN and governmental institutions	<b>S7</b>
<b>COUNTRY LEVEL</b>	During the analysis of the evaluation, what lessons have been learned, and what best practices can be transferred to other programmes or countries?	Analysis of information collected	<b>C1</b>
	To what extent and in what way is the joint programme contributing to progress towards the Millennium Development Goals in the country?	Analysis of information collected	<b>C2</b>
	To what extent and in which ways are the joint programmes helping make progress towards United Nations reform? One UN	Analysis of information collected	<b>C3</b>
	How have the principles for aid effectiveness (ownership, alignment, managing for development results and mutual accountability) been developed in the joint programmes?	PRODOC	<b>C4</b>
	To what extent is the joint programme helping to influence the country's public policy framework?	Analysis of information collected PRODOC and reports	<b>C5</b>
<b>GENDER ANALYSIS</b>	How did the JP to promote greater equality of opportunity between men and women?	Interviews agencies UUNN and governmental institutions	<b>G1</b>
	Have women been adversely affected by the JP (the division of labor, control access to resources)?	Interviews agencies UUNN and governmental institutions	<b>G2</b>
	Has improved the position of women because of the JP?	Interviews agencies UUNN and governmental institutions	<b>G3</b>
	How the capabilities of local partners to work in the future with gender perspective have been enhanced ?	Interviews agencies UUNN and governmental institutions	<b>G4</b>
	The resources allocated to include gender on the JP were sufficient?	Interviews agencies UUNN and governmental institutions	<b>G5</b>
	Has the integration of women into the activities of the JP faced any obstacles?	Interviews agencies UUNN and governmental institutions	<b>G6</b>









## QUESTIONNAIRE AGENCIES-CONSOLIDATED

**1-E1.** How well does the joint programme's management model – that is, its tools, financial resources, human resources, technical resources, organizational structure, information flows and management decision-making – contribute to generating the expected outputs and outcomes?

The management models contribute well to generating expected outputs and outcomes.

The program set a good model through pooling the financial resources that avail and facilitate the maximum utility of the resources. The mutual and the variety of the technical assistance support to overcome the capacity gaps among agencies. The information and best practice share provided enlightening for better executing, outputs and outcomes.

The management model of the program concerning the above mentioned elements are acceptable except for the human and technical resources, there are some weakness specially the counterparts and the equipments needed for the implementation of the activities.

The programme has been designed in a way to complement each agency's key competence and expertise. Combining different sectors and actors brings known challenges to the management of such a comprehensive collaboration. Overall, the model applied proved to hold activities together and lead towards the expected outcomes. As a general remark, the severe interruption of activities due to the eruption of conflict, pretty much from one day to another, substantially limited the coordination on the ground and reduced the effects of joint programming.

The UNJP management model has highly contributed to achieving outcomes and contributing to attain development impact, since it always tending to increase the relative influence of partners through development of their capacities to take over ownership in the future.

**2-E2.** To what extent are the participating agencies coordinating with each other and with the government and civil society? Is there a methodology underpinning the work and internal communications that contributes to the joint implementation?

UN Implementing agencies are coordinating well. In addition to communications by e-mail, periodic (monthly) coordination meetings are held to discuss progress, common issues and way forward. Separate meetings are also called among relevant agencies to share expertise / inputs and reach decisions on matters concerning / affecting the

agencies' outputs. Information and findings of importance to co-implementing agencies are shared.

To enhance coordination at the target states where activities are mostly undertaken, State Programme Management Committees were organized in each state with members from state government counterparts and civil society. Periodic (quarterly) meetings are held for coordination, progress reporting and improvements. During these meetings, non-state resident UN focal persons go together to the states.

YEM Units are formed within the State Ministry of Youth where an office is designated and 3 – 4 staff members are assigned to work with UN Implementing Agencies. Staff participate in trainings conducted by JP and coached and learn by doing. YEM units were equipped with computer / printer (SKS by UNIDO, NKS by UNDP and BNS by FAO).

The agencies and government are well coordinating through a mechanism of reporting and meetings.

The management model of the program concerning the above mentioned elements are acceptable except for the human and technical resources, there are some weakness specially the counterparts and the equipments needed for the implementation of the activities.

Coordination on field level among the participating agencies was limited (at least in Kadugli). This might have been the case because IOM's activity was solely focused on construction and does not require coordination with other agencies on programmatic aspects of the Youth Livelihood Training.

Another contributing factor to this low-degree coordination may well be the fact that there was no field-based Coordination Officer in Kadugli who could monitor and look out for potential synergies among different agencies, although the efforts that UNIDO, the lead-agency of JP YEM, put into their frequent visits to Kadugli should be fully acknowledged and highly commended.

I think all participating agencies highly coordinated with each other, with the government and civil society. This is quite obvious through sharing information, progress in implementation in national and state steering committees and reporting.

**3-E3.** Are there efficient mechanisms for coordination that prevent counterparts and beneficiaries from becoming overloaded?

Delivery of training and coaching is calibrated according to required levels and absorption capacities. Agencies conducting skills training agreed to share list of participants to avoid training the same persons.

In HIV/AIDS component a project steering committee composed of the focal persons of SNAP, MoY, UNIDO and UNICEF mainly to organize and coordinate.

Each agency tries to find the suitable way to overcome this problem. Through appointed of the focal points and the YEM unit in each State.

No notable mechanisms in this regard and, speaking for IOM, no specific need.

Coordination at National and State levels are always required to achieve changes, which in turn generate major benefits. However, at both levels capacity building is important which the key factor to successful coordination is.

**4-E4.** Does the pace of implementing programme outputs ensure the completeness of the joint programme's results? How do the different components of the joint programme interrelate?

The pace of implementation ensures completeness with some deviations due unanticipated delays. Components inter-relate sequentially where results of output(s) are the basis of other outputs or complement each other to achieve desired outcomes. With challenges the pace was not satisfactory to achieve the results in HIV/AIDS component. The program component interrelated in the capacity building of youth from different life skill aspects.

The out put of the program may not ensure the completeness of the results due to hidden causes which has not been put into consideration like the conflicts, changing of the stakeholders, rainy season, settlement of the people ect. The program component interrelated in the capacity building of youth from different life skill aspects in efficient way.

The pace of the implementation was well timed between agencies. It is notable that the livelihood training plans were being created while the construction of a Training Centre was ongoing. Unfortunately, the trainings could not be launched after the completion of the Training Centre because of the eruption of conflict in June 2011.

The logic and the plan of the JP YEM are such that the issues of Youth Employment would be tackled through a comprehensive approach, entailing an adequate assessment of the profile of the beneficiaries (youth) and the context in which they make their livings (market), training contents based on such assessment, and an adequate facility where the trainings can take place.

Of course they are interrelated, and support each other.

**5-E5.** Are work methodologies, financial tools etc. shared among agencies and among joint programmes?

Yes, methodologies and tools are shared among implementing agencies. Example: In-take forms and inclusion of HIV-AIDS awareness sessions in training programs. Knowledge is shared with other JP at the Knowledge Sharing Workshop in Budapest.

Yes.

To some extent.

Yes, management tools, templates and formats have been shared.

Yes.

**6-E6.** Have more efficient (sensitive) and appropriate measures been adopted to respond to the political and socio-cultural context identified?

Participation to the programme activities are objectively selected based on set criteria for objectivity. Those working with partner government and private organizations are selected based on the applicability of the JP capacity enhancement measures to their job functions and their commitment to participate in furthering implementation of JP activities as co-implementers / trainers.

Flexibility and coordination.

The analysis situation covered each State in terms of socio-economic, educational and ethnic aspects, in addition to identification of the community needs regarding market demand. Also in the preparatory stage all these were considered selection of the beneficiaries from the villages around the capitals of the state.

Certain coordination in this regard took place, however, each agency tends to have an individual approach to the context, depending mainly on the relevant skills of their staff.

Yes.

**7-E7.** How conducive are current UN agency procedures to joint programming? How can existing bottlenecks be overcome and procedures further harmonized?

Fairly conducive. Improvements as well as harmonization of processes are being initiated towards One UN that will overcome bottlenecks.

The leading agency role.

UN agencies are working together, so far one can say with this coordinating sound if any bottleneck ever faced, will be handled through effective discussion meeting which result on general agreement.

UN agencies' procedures are somewhat streamlined prompting comparable pace and progress in implementation. Agencies are conducive to joint programming.

Very helpful procedures

**8-OP1.** To what extent have the target population and the participants taken ownership of the programme, assuming an active role in it?

Government has taken ownership by allocating resources (staff and space for the YEM Units), provided land for the centre in South Kordofan and kept the Centre and office equipment safe during the hostilities. SKS Government has included Youth Sector Coordination Group as one of the focus area for planning and programming.

They are leading the preparation and the activities through their union, youth associations and women centres.

IOM engaged a group of youth from the village where the Training Centre is constructed in a discussion on what purpose the Centre would serve, which the youth welcomed with a great deal of enthusiasm and sense of ownership. Since then, the community has protected the Centre at a number of occasions, such as an attempt by a state institution to enter and use the facility and, remarkably, from potential looting during the conflict.

The project management aimed to involve local community leaders, youth groups and government in selection of participants, activities and implementation. Also of youth self-help groups being formed trained to feel ownership and participate in management of resources.

**9-OP2.** To what extent have national public/private resources and/or counterparts been mobilized to contribute to the programme's goals and impacts?

To the extent possible within available resources. Government employees from counterpart organizations and partner organizations are allowed to attend training and undertake activities jointly with UN agencies on official time.

Possibilities are explored to draw private company resources and involvement along corporate social responsibility. Joint delivery and funding of training and technical assistance is forged between UNIDO and DAL Group- Sayga Baking Development Centre for skills improvement training of bakery owners, workers and potential new entrants. Linkages with growing economic sub-sectors are established for possible internship training.

In HIV/AIDS component the national counterpart contribution was only through human resources and technical assistances, but the financial contribution is weak and almost none.

National public resources are being mobilizes to serve this project.



All materials utilized for the construction were procured locally in South Kordofan, except of equipments that require high level of technicality in assembling.

Through inception workshops, training, meetings and sharing of information

**10-EFF4.** Is the stipulated timeline of outputs being met? What factors are contributing to progress or delay in the achievement of the outputs and outcomes?

Mostly, stipulated timelines are not met due to several external factors. Establishing institutional arrangements to mainstream assistance with government counterparts and making them understand the technical assistance nature of the programme took some time. Federal elections were held in May 2010 resulting to changes of Federal Minister and designated lead counterpart focal persons. State elections were held in two of the target states (South Kordofan and Blue Nile) in April 2011. Acceleration of implementation with the receipt of the second year's funds release was stalled in South Kordofan with the eruption of hostilities in the state in June 2011, followed by Blue Nile State in September 2011. Government restrictions render it difficult for most of the agencies to access South Kordofan State. Lately, alternative implementation of planned activities for South Kordofan has been agreed with Government Counterparts on September 24, 2011 and alternative plan for Blue Nile State was agreed among implementing agencies.

Internal factors delaying implementation can be summed up to lengthy procurement and disbursement procedures by some UN agencies.

The output did not meet the time line due to the delay in the fund transfer, work plan and budget revision and the political situations.

The timeline of outputs was not met due to i) The absence of the A,O from the office dramatically affected the implementation of the activities, the fund release from the HQ..have taken along process,, ii) The insecurity situation in the States.

The construction was once delayed severely when a local resident claimed ownership of the land allocated by State Authorities for the construction of the Training Center. The dispute was amicably resolved when the Authorities provided him with alternative land.

Not met, security situation may delay achievement of some output.

**11-EFF5.** Do the outputs produced meet the required high quality?

Acceptable to high quality.

The outputs produced by UNESCO till now are of high quality spicily the 12 modules which were developed for the training course.

For the IOM component, the technical output of constructing a Training Center was delivered to the highest standard possible. IOM engineers assessed the works when finalized, made recommendations and followed up on relevant improvements/repairs.

Fair quality

**12-EFF8.** In what way has the programme come up with innovative measures for problem solving?

Not much, except for the usual dialogues and meetings. Perhaps, getting lead counterpart/s to agree to shift implementation of planned activities in adjacent target State or in the capital in the interim period can be classified as innovative measure.

The major obstacles we face is the war in the two States, although strong will have been initiated among the State governments and UN agencies to overcome it.

Through coordination.

**13-EFF10.** In what ways has the joint programme contributed to the issue of fair youth employment?

Training youth on marketable skills provide them opportunities for employment and self-employed.

Not yet, at least till now the joint program has greatly contributed in drawing attention of the community to unemployment of the youth.

JP YEM implementation not advanced enough to measure its contribution to youth employment.

The selection of activities based on the traditional livelihood activities practised in the area.

**14-EFF11.** In what ways has the joint programme contributed to the issue of internal and/or external migration?

Before the recurrence of hostilities in target states, trained youth started undertaking livelihood activities in the localities.

Not yet.

JP YEM implementation not advanced enough to measure its contribution to youth employment.

The programme targeted returning youth either from internal or external camps, raised their capacities and support them with inputs to start decent work.

**15-EFF12.** What types of differentiated effects are resulting from the joint programme in accordance with the sex, race, ethnic group, rural or urban setting of the beneficiary population, and to what extent?

Still to be tracked.

The program tries to overcome these differences' by developing equal number of g training modules both sex as well as equal number of beneficiaries (250 females and 250males) will be trainned in each state from the different tribes and areas.

Not measureable.

None.

**16-S4.** Is the duration of the programme sufficient to ensure a cycle that will ensure the sustainability of the interventions?

Not sufficient, mainly due to the unanticipated recurrence of hostilities in two of the target states.

No.

Not enough progress made to judge.

No.

**17-S5.** Have networks or network institutions been created or strengthened to carry out the roles that the joint programme is performing?

Yes, capacities of government agencies and private organizations are strengthened (local trainers trained) to carry out to some extent the role of the JP. A pool of local trainers is formed to be able to carry out activities

To some extent.

The communications among UN agencies seem to have improved to a certain extent through the continuous coordination meetings. However, it would be desirable if the network on the counterpart's side, may that be governmental or private network, could be strengthened so that the JP can go beyond a mere provision of trainings.

Not yet, but it is in the plan

**18-S6.** To what extent are the visions and actions of partners consistent with or different from those of the joint programme?

Visions and actions of partners are becoming consistent with those of the JP as they become engaged in the implementation. The perception of UN as source of grants or budgetary support rather than partner in enhancing local capacities through training and technical assistance is slowly changing.

The vision of the partners is directed towards the empowerment of the youth through acquiring skills to compete in the market.

Partners have been involved at an early stage of the programme through assessments and workshops. Visions have not been noted to be different, but this might change once the programme is finalized and impact can be measured.

They are highly consistent

**19-S7.** In what ways can governance of the joint programme be improved so as to increase the chances of achieving sustainability in the future?

Governance of the joint programmes can be improved by limiting the scope and direct counterpart organizations as well as clearly specifying counterparts' contribution (resources in kind or funds) to the programme at design stage. Mainstreaming delivery of technical assistance with government counterpart organization/ s help.

By decision making, solving problems and trust each other.

Different agencies have different dynamics, modus operandi, and expertise. Even if a Project Document was drafted jointly, carrying out a program that generates meaningful achievements coherent to the original plan requires constant communications with the agencies. The communications were frequent and timely, but they were limited to reporting, updates from each agency, and administrative aspects. The JP would have benefited more from programmatic/substantive discussions through which different activities would be designed, monitored, and adjusted synergistically.

Governance arrangements should be aimed at achieving institutional changes, through more planning and policy making to support achieving sustainability of similar programme in the future.

**20-G1.** How is the JP promoting greater equality of opportunity between men and women?

By going beyond targeting proportional number of males and females participating or

receiving assistance to providing women means to earn income and increase self – esteem. Increasing awareness to Women Reproductive Health and HIV-Aids as cross cutting themes in trainings help. Also, considering participation of both men and women on skills / employment beyond stereotype occupational areas.

So far the preparatory stage is considering this point equal number will be trained also in the developing modules.

To high extent.

**21-G2.** Have women been adversely affected by the JP (the division of labor, control access to resources)?

On the contrary, women reached by the JP are favourably affected. JP opened new perspectives and opportunities to learn and earn.

Not yet.

No.

**22-G3.** Has improved the position of women because of the JP?

Women reached by the JP have improved their position with new perspectives, knowledge and skills for self-employment. JP and other development programs have just started a long process required for emancipation of women in the country.

Not yet.

Yes

**23-G4.** How the capabilities of local partners to work in the future with gender perspective have been enhanced?

Gender perspective seep down slowly and hopefully sustained. This JP's focus is more on livelihood skills and employment and gender perspective is just included. However, if women earn income then they can slowly gain economic independence.

Not yet.

Highly enhanced

**24-G5.** The resources allocated to include gender on the JP were sufficient?

Not sufficient as the focus is skills and employment.

Yes.

To some extent.

**25-G6.** Has the integration of women into the activities of the JP faced any obstacles?

Not much but there were two instances where women were not allowed to join training programs due to religious and traditional beliefs. Initially, some participants recommended doing away with women issues and HIV-AIDS awareness in the training.

No it has been appreciated by all local and government partners.

Some communities in BNS undermine the role of women, but through mobilization, focus group discussions and meetings made participation of women approximately equal to men.

## CONSOLIDATED QUESTIONNAIRE GOVERNMENT INSTITUTIONS

**1-OD2.** To what extent have the country's national and local authorities and social stakeholders been taken into consideration, participated, or have become involved, at the design stage of the development intervention?

Highly considered and participated.

They participated in the preparatory stage and involved in the planning & designing, since the first stage of the Project.

**2-E1.** How well does the joint programme's management model – that is, its tools, financial resources, human resources, technical resources, organizational structure, information flows and management decision-making – contribute to generating the expected outputs and outcomes?

The programme model is well organized, and contributed to generate excellent results and outputs.

The management model for this program is well organized, and will achieve the outputs and outcomes when the activities of the project are completed.

**3-E2.** To what extent are the participating agencies coordinating with each other and with the government and civil society? Is there a methodology underpinning the work and internal communications that contributes to the joint implementation?

The coordination is very good through meetings, reporting and coordination in implementation.

The coordination level between the agencies & counterparts is very high in terms of holding meetings, exchanging emails, and through discussions and follow-up

**4-E3.** Are there efficient mechanisms for coordination that prevent counterparts and beneficiaries from becoming overloaded?

None

Yes, there is a mechanisms of coordination, that creates smooth flow of work by: exchanging the information – emails – and focal points appointed at each state

**5-E4.** Does the pace of implementing programme outputs ensure the completeness of the joint programme's results? How do the different components of the joint programme interrelate?

To some extent.

The relevant components are organized in a systematic way that insures its inter-relationship to meet the objectives of the Project.

**6-E6.** Have more efficient (sensitive) and appropriate measures been adopted to respond to the political and socio-cultural context identified?

Yes.

No, the appropriate measures have not been taken into consideration.

**7-OP1.** To what extent have the target population and the participants taken ownership of the programme, assuming an active role in it?

Target population and programme participant highly mobilized, trained and supported with inputs and organized in youth groups to take over responsibility and ownership.

They are involved in the programme since planning process, and they are positively looking towards achieving the outputs of this project

**8-OP2.** To what extent have national public/private resources and/or counterparts been mobilized to contribute to the programme's goals and impacts?

The state counterparts being well-mobilized increased knowledge and capacity built through workshops that contributed to achieving results.

The resources, in terms of technical secondary schools workshops and teachers are planned and dedicated for this training. Also the CPOs offered their resources for this training.

**9-EFF4.** Is the stipulated timeline of outputs being met? What factors are contributing to progress or delay in the achievement of the outputs and outcomes?

Time factor for project implementation is critical; to attain good outputs the project duration has to be extended.

During the first year, yes. The outputs were done as scheduled. But in the second year, due to the security situation, there is some delay in implementing the activities as they are scheduled.

**10-EFF5.** Do the outputs produced meet the required high quality?

Most likely.



Yes, till now the product of the Project is the 12 Functional Literacy Modules, and according to the validated workshop they approved by the concerned bodies for their high quality.

**11-EFF8.** In what way has the programme come up with innovative measures for problem solving?

Through coordination and collaboration.

By joining all the leaders, stakeholders and local societies, at national and state levels in one issue.

**12-EFF10.** In what ways has the joint programme contributed to the issue of fair youth employment?

The criteria of selection of beneficiaries and activities and transparency in involvement of community leaders and elders and other stakeholders in project activities.

The joint program has greatly contributed in developing functional literacy skills to the youth and also by drawing attention of the community to those un-invested group

**13-EFF11.** In what ways has the joint programme contributed to the issue of internal and/or external migration?

The joint programme assisted in decreasing displacement and external migration, through targeting of returning youth.

After the training, the government is intending to give a financial support to the beneficiaries to enable them start up small business. This will give them an opportunity to accommodate them in the market, thus will definitely enable them to settle in their areas.

**14-EFF12.** What types of differentiated effects are resulting from the joint programme in accordance with the sex, race, ethnic group, rural or urban setting of the beneficiary population, and to what extent?

From the start the project has followed strategy not to differentiate between different ethnic groups and sex.

No different effect is expected to result in this programme, because it was planned to overcome all these difficulties.

**15-S1.** Is the programme supporting national and/or local institutions?

Yes.

Yes, the programme is supporting local institutions i.e. literacy units, secondary schools unit , technical schools ,women centres ,youth centres and VTC,

**16-S2.** Have operating capacities been created and/or reinforced in national and local partners?

Yes.

Yes.

**17-S3.** Do the partners have sufficient financial capacity to keep up the benefits produced by the programme?

To some extend.

The partners have got human and natural recourses, like equipped workshops in some areas, but they need financial support for the continuity of this program.

**18-S4.** Is the duration of the programme sufficient to ensure a cycle that will ensure the sustainability of the interventions?

No.

Yes, but according to the security situation in the targeted states recently, extension is needed to implement the rest of activities.

**19-S5.** Have networks or network institutions been created or strengthened to carry out the roles that the joint programme is performing?

Planned.

Net works have been created at the state and National level.

**20-S6.** To what extent are the visions and actions of partners consistent with or different from those of the joint programme?

They are in line with those of the joint programme.

For the vision UN partners and government partners are consistent with the program, but now due to the insecurity in the targeting areas the government put solution for that by transferring the remaining activities to the secured areas of the region.

**21-S7.** In what ways can governance of the joint programme be improved so as to increase the chances of achieving sustainability in the future?

There should support unit in the state to takeover responsibility after project phasing out, and there should be capacity building and financing strategy.

This could be achieved by: (1) creating trust between the government and the youth, (2) creating trust between the youth and the private sector, (3) Offering job opportunities for the trained youth, (4) Financial support from the UN partners.

## **Mid-term evaluation of the Joint Program: “Creating Opportunities for Youth Employment in Sudan ”**

### **List of persons interviewed and working groups**

1. Courtesy call and introductory meeting: H.E. Majid Suwar. Federal Minister, Federal Ministry of Culture, Youth and Sports
2. Courtesy call & Introductory Meeting – UNRC
3. Introductory meeting with Evaluation Reference Group (UN Implementing Agencies’ Focal Persons & Government Counterparts)
4. United Nations Industrial Development Organization: Leosa Nanette Agdeppa, Chief Technical Adviser. Sara Sinada, Assistant National Programme Coordinator. Hameeda Mohamed, Enterprise Development Expert
5. 2 YEM Unit staff and 2 training beneficiaries from South Kordofan
6. Food and Agricultural Organization: Mohamed Daldoum, Programme Officer. Mohamednour Abdelrahim, Project Officer
7. Blue Nile State Ministry of Agriculture & Forest: Abdalla Abdalla Fadlalla
8. United Nations Children’s Fund: Buthayna Abdel Hakam, Education Specialist
9. United Nations Volunteers: Nidal Mohamed, Project Officer
10. University of Delinj: Dr. Alaaeldin Tijani, Academic Secretary, Dalenj University. Volunteers (2)
11. Federal / State Ministry of Culture, Youth and Sports: Abubakr Adbelbagi, Executive Director, National Employment Scheme
12. United Nations Development Programme: Ahmed El-Hag, Senior Poverty Reduction Officer. Nahla Hassanein, YEM Project Manager
13. Central Bank of Sudan: Ms. Hiba Fareed, Director Microfinance Unit
14. United Nations Fund for Population Activities: Dr. Maria Briar, Programme Officer
15. International Organization for Migration: Tomiya Tatsuaki, Project Officer
16. International Labour Organization: Suzan Abdelsalam, Programme Officer
17. Federal Ministry of Labor: Mr. Sallam M. Abdalla, Director

18. United Nations Educational, Scientific & Cultural Organization (UNESCO): Dr. Agba Ahmed, Project Consultant. Hanan El-Sanosi, Project Officer
19. UNESCO- UNAIDS: Dr Maison Elamin, Project Officer
20. National Council for Literacy & Adult Education: Dr. Abdelhafiz M. Salah, Director
21. Sudan National Aids Programme: Dr. Haydar Mohamed, Manager
22. Spanish Embassy: Emma Pacios Fernandez
23. Wrap-up Meeting Evaluation Reference Group Meeting (UN Agencies Focal Persons and Government Counterparts)

## PERSONAL INFORMATION

Name	<b>CARRAVILLA GREGORIO, CARLOS ALBERTO</b>
Contact address Bolivia	SÁNCHEZ LIMA, 2282, 17C. EDIFICIO DA VINCI. SOPOCACHI. LA PAZ.
Cell phone Bolivia	(+ 591) 720 30 244
Contact address Spain	MÉNDEZ NÚÑEZ 25. 28223 MADRID. POZUELO DE ALARCÓN.
Cell phone Spain	(+ 34) 648713134
Email	<a href="mailto:ccarravilla@hotmail.com">ccarravilla@hotmail.com</a>
Skype	<a href="#">carloscarravilla</a>
Nationality	Spanish
Date of birth	02-03-1969

## EXPERIENCE-INTERNATIONAL COOPERATION

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Dates</li> </ul>                                | From January 2010  |
| <ul style="list-style-type: none"> <li>• Name and address of employer</li> </ul>         | <b>Col· lectiu d'Estudis sobre Cooperació i Desenvolupament (El Col· lectiu)</b>   |
| <ul style="list-style-type: none"> <li>• Type of business or sector</li> </ul>           | International cooperation  |
| <ul style="list-style-type: none"> <li>• Occupation or position held</li> </ul>          | Representative in Bolivia (part time dedication)   |
| <ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul> | Maintaining relationships with members of Bolivian organizations. Research and outreach. Training Bolivian organizations in the use of gender-based Logical Framework Approach (LFA) and <b>evaluation managing</b> .  |
| <ul style="list-style-type: none"> <li>• Dates</li> </ul>                                | October-November 2011  |
| <ul style="list-style-type: none"> <li>• Name and address of employer</li> </ul>         | <b>United Nations Development Programme (UNDP) New York. Millennium Achievement Development Goals Fund.</b>  |
| <ul style="list-style-type: none"> <li>• Type of business or sector</li> </ul>           | International cooperation  |
| <ul style="list-style-type: none"> <li>• Occupation or position held</li> </ul>          | External consultant  |
| <ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul> | <b>Mid-term evaluation</b> of the Joint Programme funded by the Millennium Achievement Development Goals Fund in Sudan: Creating Opportunities for Youth Employment in Sudan.  |
| <ul style="list-style-type: none"> <li>• Dates</li> </ul>                                | September-October 2011   |
| <ul style="list-style-type: none"> <li>• Name and address of employer</li> </ul>         | <b>United Nations Development Programme (UNDP) New York. Millennium Achievement Development Goals Fund.</b>  |
| <ul style="list-style-type: none"> <li>• Type of business or sector</li> </ul>           | International cooperation  |
| <ul style="list-style-type: none"> <li>• Occupation or position held</li> </ul>          | External consultant  |
| <ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul> | <b>Mid-term evaluation</b> of the Joint Programme funded by the Millennium Achievement Development Goals Fund in South Sudan: Creating Opportunities for Youth Employment in South Sudan.  |
| <ul style="list-style-type: none"> <li>• Dates</li> </ul>                                | August-September 2011  |
| <ul style="list-style-type: none"> <li>• Name and address of employer</li> </ul>         | <b>United Nations Development Programme (UNDP) New York. Millennium Achievement Development Goals Fund.</b>  |
| <ul style="list-style-type: none"> <li>• Occupation or position held</li> </ul>          | External consultant  |
| <ul style="list-style-type: none"> <li>• Type of business or sector</li> </ul>           | International cooperation  |
| <ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul> | <b>Mid-term evaluation</b> of the Joint Programme funded by the Millennium Achievement Development Goals Fund in Guatemala: Consolidando la Paz en Guatemala mediante la prevención de la violencia y gestión del conflicto.   |
| <ul style="list-style-type: none"> <li>• Dates</li> </ul>                                | November 2011  |
| <ul style="list-style-type: none"> <li>• Name and address of employer</li> </ul>         | <b>Manos Unidas Bolivia</b>  |
| <ul style="list-style-type: none"> <li>• Type of business or sector</li> </ul>           | International cooperation  |
| <ul style="list-style-type: none"> <li>• Occupation or position held</li> </ul>          | External consultant  |
| <ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul> | Training partners of Manos Unidas (ConsortioT'inki) and Manos Unidas Bolivia on diagnosis and formulation of projects according to the logical framework approach (LFA) with a gender perspective: gender analysis tools, objectives, outcomes, indicators sensitive to gender |

<ul style="list-style-type: none"> <li>• Dates</li> <li>• Name and address of employer <ul style="list-style-type: none"> <li>• Type of business or sector</li> <li>• Occupation or position held</li> </ul> </li> <li>• Main activities and responsibilities</li> </ul>	<p>October 2010 to March 2011</p> <p><b>Solidaridad Internacional Bolivia</b></p> <p>International cooperation</p> <p>External consultant</p> <p>Systematization of better practices in the field of women's economic rights in the Convenio for the Empowerment of Women in Bolivia and Peru. Work carried out in Bolivia with funding from Agencia Española de Cooperación Internacional (AECID).</p>
<ul style="list-style-type: none"> <li>• Dates</li> <li>• Name and address of employer <ul style="list-style-type: none"> <li>• Type of business or sector</li> <li>• Occupation or position held</li> </ul> </li> <li>• Main activities and responsibilities</li> </ul>	<p>August to October 2010</p> <p><b>Instituto Sindical de Cooperación al Desarrollo (ISCOD) Bolivia</b></p> <p>International cooperation</p> <p>External consultant</p> <p><b>Final evaluation</b> of the project: <i>Formación de Trabajadores del Sector Textil y Equipamiento de Radios Textiles</i>. This Work was carried out in Bolivia with funding from the Junta de Extremadura.</p>
<ul style="list-style-type: none"> <li>• Dates</li> <li>• Name and Address of employer <ul style="list-style-type: none"> <li>• Type of Business or sector</li> <li>• Occupation or position held</li> </ul> </li> <li>• Main activities and responsibilities</li> </ul>	<p>March to July 2010</p> <p><b>Mundubat Bolivia</b></p> <p>International cooperation</p> <p>External consultant</p> <p><b>Final evaluation</b> of the project <i>Mejora de matriz tecnológico-productiva en los asentamientos de la Reforma Agraria Movimento dos Trabalhadores Rurais Sem Terra Brasil (MST). Fase I</i>. Carried out in Brazil with Basque Country Government funding.</p>
<ul style="list-style-type: none"> <li>• Dates</li> <li>• Name and address of employer <ul style="list-style-type: none"> <li>• Type of business or sector</li> <li>• Occupation or position held</li> </ul> </li> <li>• Main activities and responsibilities</li> </ul>	<p>March to July 2010</p> <p><b>Movimento dos Atingidos por Barragens (MAB)</b></p> <p>International cooperation</p> <p>External consultant</p> <p>Intraorganizational gender diagnosis of MAB. Carried out in Brazil and funded by the Basque Country Government.</p>
<ul style="list-style-type: none"> <li>• Dates</li> <li>• Name and address of employer <ul style="list-style-type: none"> <li>• Type of business or sector</li> <li>• Occupation or position held</li> </ul> </li> <li>• Main activities and responsibilities</li> </ul>	<p>March to July 2010</p> <p><b>Movimento dos Trabalhadores Rurais Sem Terra Brasil (MST)</b></p> <p>International cooperation</p> <p>External consultant</p> <p>Intraorganizational gender diagnosis of MST. Carried out in Brazil and funded by the Basque Country Government.</p>
<ul style="list-style-type: none"> <li>• Dates</li> <li>• Name and address of employer <ul style="list-style-type: none"> <li>• Type of business or sector</li> <li>• Occupation or position held</li> </ul> </li> <li>• Main activities and responsibilities</li> </ul>	<p>February to December 2010</p> <p><b>Asociación para la Cooperación con el Sur (ACSUR) Asturias</b></p> <p>International cooperation</p> <p>External consultant</p> <p>Technical assistance to the project <i>Soberanía alimentaria y participación campesina en la Central Agraria Lambate, Municipio de Iruyana, Bolivia</i>. Asturian Agency for Cooperation. This assistance included the <b>mid-term evaluation</b> of the project.</p>
<ul style="list-style-type: none"> <li>• Dates</li> <li>• Name and address of employer <ul style="list-style-type: none"> <li>• Type of business or sector</li> <li>• Occupation or position held</li> </ul> </li> <li>• Main activities and responsibilities</li> </ul>	<p>October 2008 to February 2009</p> <p><b>Instituto Universitario para el Desarrollo y la Cooperación of the Universidad Complutense de Madrid (IUDC) and Editorial Síntesis</b></p> <p>Research in the field of international development cooperation</p> <p>Researcher</p> <p>Making of a chapter belonging to a manual for aid workers about the project cycle management from a gender perspective.</p>
<ul style="list-style-type: none"> <li>• Dates</li> <li>• Name and address of employer <ul style="list-style-type: none"> <li>• Type of business or sector</li> </ul> </li> </ul>	<p>October 2008</p> <p><b>Agroconsulting Internacional</b></p> <p>Intervention with disadvantaged groups</p>

<ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul>	<p><b>Evaluation of projects</b> submitted to the call for proposals 2009 of Caja Madrid.</p>
<ul style="list-style-type: none"> <li>• Dates</li> </ul>	<p>May to September 2008</p>
<ul style="list-style-type: none"> <li>• Name and address of employer</li> </ul>	<p><b>Solidadidad Internacional Nicaragua</b></p>
<ul style="list-style-type: none"> <li>• Type of business or sector</li> </ul>	<p>International cooperation</p>
<ul style="list-style-type: none"> <li>• Occupation or position held</li> </ul>	<p>Project officer</p>
<ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul>	<p>Providing technical support to the Solidaridad Internacional intervention in Nicaragua. Responsible for the formulation and monitoring of projects and programs.</p>
<ul style="list-style-type: none"> <li>• Dates</li> </ul>	<p>January to April 2008</p>
<ul style="list-style-type: none"> <li>• Name and address of employer</li> </ul>	<p><b>Solidadidad Internacional Nicaragua</b></p>
<ul style="list-style-type: none"> <li>• Type of business or sector</li> </ul>	<p>International cooperation</p>
<ul style="list-style-type: none"> <li>• Occupation or position held</li> </ul>	<p>External consultant</p>
<ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul>	<p><b>Ex-ante evaluation</b> of the project <i>Promoción del poder local para el desarrollo económico de Chinandega Norte (Nicaragua)</i>. Basque Country Government funding.</p>
<ul style="list-style-type: none"> <li>• Dates</li> </ul>	<p>September 2003 to December 2007</p>
<ul style="list-style-type: none"> <li>• Name and address of employer</li> </ul>	<p><b>Asociación para la Cooperación con el Sur (ACSUR) Las Segovias Nicaragua</b></p>
<ul style="list-style-type: none"> <li>• Type of business or sector</li> </ul>	<p>International cooperation</p>
<ul style="list-style-type: none"> <li>• Occupation or position held</li> </ul>	<p>Technical Coordination of ACSUR Nicaragua</p>
<ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul>	<p>Technical coordination of the intervention in Nicaragua. Funders: Community of Madrid, Agencia Española de Cooperación internacional (AECID) and European Commission (B7600, PRRAC, ECHO, DIPECHO).</p>
	<p><b>Ex-ante evaluation</b> of the development program: <i>Organización productiva rural, alfabetización y fortalecimiento institucional en el Municipio de Palacagüina, Departamento de Madriz. 2003-2006</i>. Funded by the Community of Madrid. <b>Interim mid-term evaluation</b> (first year )and <b>Interim mid-term evaluation</b> (second year) of the previous programme.</p>
	<p><b>Ex-ante evaluation</b> of the programme: <i>Desarrollo social, económico y ambiental en Villa Reconciliación Norte, Managua. 2006-2009</i>. Funded by the Community of Madrid.</p>
<ul style="list-style-type: none"> <li>• Dates</li> </ul>	<p>June to August 2003</p>
<ul style="list-style-type: none"> <li>• Name and address of employer</li> </ul>	<p><b>Asociación INHIJAMBIA. Managua, Nicaragua</b></p>
<ul style="list-style-type: none"> <li>• Type of business or sector</li> </ul>	<p>Nicaraguan Civil Society organization specializing in the social reintegration of homeless girls.</p>
<ul style="list-style-type: none"> <li>• Occupation or position held</li> </ul>	<p>Project officer</p>
<ul style="list-style-type: none"> <li>• Dates</li> </ul>	<p>October 2001 to July 2002</p>
<ul style="list-style-type: none"> <li>• Name and address of employer</li> </ul>	<p><b>Action Against Hunger. Madrid, Spain</b></p>
<ul style="list-style-type: none"> <li>• Type of business or sector</li> </ul>	<p>International cooperation</p>
<ul style="list-style-type: none"> <li>• Occupation or position held</li> </ul>	<p>Project officer</p>

## EDUCATION AND TRAINING

<ul style="list-style-type: none"> <li>• Dates</li> </ul>	<p>October 2010 to January 2011</p>
<ul style="list-style-type: none"> <li>• Name of organization</li> </ul>	<p><b>Universidad Oberta de Catalunya</b></p>
<ul style="list-style-type: none"> <li>• Principal subjects covered</li> </ul>	<p>Development and types of evaluation, process and design of evaluations, stakeholders analysis, techniques and tools of evaluation, analysis and interpretation of data, reporting, communication and recommendations follow-up .</p>
<ul style="list-style-type: none"> <li>• Title of qualification awarded</li> </ul>	<p><b>Técnico en evaluación de proyectos de desarrollo</b> (Evaluation of development projects expert).</p>
<ul style="list-style-type: none"> <li>• Dates</li> </ul>	<p>October 2009</p>
<ul style="list-style-type: none"> <li>• Name of organization</li> </ul>	<p><b>HEGOA Institute of Development Studies and International Cooperation. Basque Country University.</b></p>
<ul style="list-style-type: none"> <li>• Principal subjects covered</li> </ul>	<p>Development from a feminist perspective.</p>
<ul style="list-style-type: none"> <li>• Title of qualification awarded</li> </ul>	<p><b>Certificado Curso de Género en la Educación para el Desarrollo</b> (Gender in Education Development Certificate).</p>
<ul style="list-style-type: none"> <li>• Dates</li> </ul>	<p>October -December2007</p>



• Name of organization	Sector 3
• Title of qualification awarded	<b>Diploma en Enfoque integrado de Género en la Cooperación al Desarrollo</b> (Diploma in Integrated Approach to Gender in Development Cooperation).
• Dates	September 2001-June 2002
• Name of organization	<b>Instituto Universitario de Estudios sobre Migraciones de la Universidad de Comillas. Madrid, España.</b>
• Title of qualification awarded	<b>Master en Cooperación Internacional Desarrollo Sostenible y Ayuda Humanitaria</b> (Master in International Cooperation for Sustainable Development and Humanitarian Aid).
• Dates	September 1987 - February 1996
• Name of organization	<b>Universidad Politécnica de Madrid (UPM). España.</b>
• Title of qualification awarded	<b>Ingeniero Superior de Telecomunicación.</b>

## CONFERENCES, RESEARCH AND PUBLICATIONS

• Dates	Publication during 2012 after editorial review.
• Name of research	<i>Gestión del ciclo de las acciones de cooperación al desarrollo desde una perspectiva de género</i> (International Cooperation for Development from a gender perspective).
• Name and type of institution	<b>Instituto Universitario de Desarrollo y Cooperación (IUDC). Universidad Complutense de Madrid.</b>
• Dates	July 2011
• Name of research	<i>Sistematización del componente de derechos económicos del Convenio para el Empoderamiento de la Mujer en Bolivia 2006-2010.</i>
• Name and type of institution	<b>Solidaridad Internacional Bolivia.</b>
• Dates	January 2008
• Name of research	<i>Análisis de las líneas de base con enfoque de género en programas de cooperación al desarrollo a partir de dos estudios de caso</i> (Analysis of the elaboration of baselines from a gender perspective in development cooperation programs from two case studies). <a href="http://www.portal-dbts.org/3_herramientas/lb/0807_lb_cast.html">http://www.portal-dbts.org/3_herramientas/lb/0807_lb_cast.html</a>
• Name and type of institution	<b>Col· lectiu d'Estudis sobre Cooperació i Desenvolupament (El Col· lectiu)</b>

## LANGUAGES

MOTHER TONGUE	Spanish	
OTHER LANGUAGES	English	French
• Reading	Excellent	Intermediate
• Writing	Excellent	Intermediate
• Speaking	Excellent	Intermediate

## ADDITIONAL INFORMATION

<b>MEMBER OF COL· LECTIU D'ESTUDIS SOBRE COOPERACIÓ I DESENVOLUPAMENT (EL COL· LECTIU)</b>	Active member of this group specialized in development debates. Its main purpose is to look to international cooperation in a critical and analytical way. <a href="http://www.portal-dbts.org">http://www.portal-dbts.org</a>
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## REFERENCES

Adán Ruiz: Monitoring and Evaluation Advisor. Millenium Development Goals Fund. United Nations Development Programme (UNDP) New York: [adan.ruiz@undp.org](mailto:adan.ruiz@undp.org)  
 Ángela Pérez: Country Representative. Solidaridad Internacional Nicaragua: [nicaragua@solidaridad.org](mailto:nicaragua@solidaridad.org)  
 Emilio Polo: Project Coordinator. ACSUR Las Segovias: [proyectos2@acsur.org](mailto:proyectos2@acsur.org)  
 Nines Alquézar: Country Representative. Mundubat Bolivia : [mundubat-boliv@accelerate.com](mailto:mundubat-boliv@accelerate.com)