

**Sudan**  
**Improvement Plan**

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

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

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

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

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

|  |                   |                           |                  |               |                    |               |
|--|-------------------|---------------------------|------------------|---------------|--------------------|---------------|
| <b>Evaluation Recommendation No. 2: (R5 YEM) It is recommended: (1) That National Youth Employment Scheme clarifies to the agencies what type of financial information they require to track the funds and agencies fulfil these requirements. (2) Every document and technical report is delivered in Arabic to allow Government officers to access information more easily.</b>  |                   |                           |                  |               |                    |               |
| <b>Response from the Joint Programme Management</b><br>1) NYES is satisfied with the financial information provided. UNIDO & NYES briefed the new Federal Minister & State Minister of Youth on the JP programme, status of implementation and funds disbursement on December 2011.<br>2) Technical and JP progress reports are delivered in Arabic. Efforts will be exerted to translate correspondences with the Government Counterparts in Arabic.  |                   |                           |                  |               |                    |               |
| <b>Key actions</b>   | <b>Time frame</b> | <b>Person responsible</b> | <b>Follow-up</b> |               | <b>Secretariat</b> |               |
|  |                   |                           | <b>Comments</b>  | <b>Status</b> | <b>Comments</b>    | <b>Status</b> |
| 2.1. Continue to deliver reports and correspondences to Government in Arabic   | Till August 2012  | All implementing agencies |                  |               |                    |               |
| <b>Evaluation Recommendation No. 3: (R 6 YEM) It's recommended to do a more intensive and practical use of the management tools that are already available to all the YEM partners: planning and reporting tools, committees and working groups.</b>   |                   |                           |                  |               |                    |               |
| <b>Response from the Joint Programme Management</b><br>Management tools available will continuously be shared with government counterparts. Committee meetings and working groups will be held in Khartoum until State Management Committee meetings can be held at the states. Meantime, state level coordination is carried out by agencies with their counterparts and through the State YEM Units. JP will try to enhance transfer of knowledge on management tools with government counterpart. |                   |                           |                  |               |                    |               |
| <b>Key actions</b>   | <b>Time frame</b> | <b>Person responsible</b> | <b>Follow-up</b> |               | <b>Secretariat</b> |               |
|  |                   |                           | <b>Comments</b>  | <b>Status</b> | <b>Comments</b>    | <b>Status</b> |
| 3.1. Enhance transfer of knowledge to counterparts on available management tools   | Till August 2012  | All agencies              |                  |               |                    |               |
| <b>Evaluation Recommendation No. 4: (R8 YEM Government Partners) It's recommended to improve the communication flow among the different governmental partners at federal and state levels. The YEM Project Unit within the State MoYS and Federal MoYS could serve this purpose through</b>  |                   |                           |                  |               |                    |               |

| <b>holding meetings on a regular basis and with practical agendas addressing day-to-day difficulties and challenges.</b>   |                   |  |                  |               |                    |               |
|--|-------------------|--|------------------|---------------|--------------------|---------------|
| <b>Response from the Joint Programme Management</b>  |                   |  |                  |               |                    |               |
| <b>NYES will continue to improve communication flow among different partners at the Federal and State Levels directly and through the State YEM Units.</b>   |                   |  |                  |               |                    |               |
| <b>Key actions</b>   | <b>Time frame</b> | <b>Person responsible</b>                              | <b>Follow-up</b> |               | <b>Secretariat</b> |               |
|  |                   |  | <b>Comments</b>  | <b>Status</b> | <b>Comments</b>    | <b>Status</b> |
| 4.1. Meetings with different partners at the Federal and State Level   | Till August 2012  | NYES   |                  |               |                    |               |
| <b>Evaluation Recommendation No.5: (R 12 UNESCO's Headquarter) It is recommended, to improve efficiency in the implementation of UNESCO's YEM components, that UNESCO's Headquarters takes the necessary actions to allow the office I Sudan work in a more independent way concerning the administration of funds</b>   |                   |  |                  |               |                    |               |
| <b>Response from the Joint Programme Management:</b>   |                   |  |                  |               |                    |               |
| UNESCO Headquarters has deployed an Administrative Assistant to Sudan Office on February 26, 2012 to expedite the processing of financial requirements for the implementation of remaining activities of Output 3.2.   |                   |  |                  |               |                    |               |
| For Output 2.7 on reduced vulnerability to HIV-AIDS sub-contracted by UNAIDS to UNESCO, UNESCO representative will be requested to sort out arrangements for another no-cost extension from UNAIDS in view of the extension of the duration of the JP. In the last quarter of 2011, UNAIDS indicated they will extend a no-cost extension to UNESCO provided the implementation period of the JP is extended by MDG-F. |                   |  |                  |               |                    |               |
| <b>Key actions For Output 3.2.</b>   | <b>Time frame</b> | <b>Person responsible</b>                              | <b>Follow-up</b> |               | <b>Secretariat</b> |               |
|  |                   |  | <b>Comments</b>  | <b>Status</b> | <b>Comments</b>    | <b>Status</b> |
| 5.1. Release of funds for the conduct of the Training of Trainers  | March, 2012       | UNESCO –AO   |                  |               |                    |               |
| 5.2. Conduct of the Training of Trainers in South Kordofan & Blue Nile States  | March, 2012       | UNESCO / Trainers from the State Ministry of Education |                  |               |                    |               |
| 5.3. Conduct of awareness campaign   | April, 2012       |  |                  |               |                    |               |
| 5.4. Training of   | May – July        |  |                  |               |                    |               |

| beneficiaries   | 2012          |                    |           |        |             |        |
|---|---------------|--------------------|-----------|--------|-------------|--------|
| <p><b>Evaluation Recommendation No. 6: (R 13 YEM) It's recommended to assess the quality of the Labour Market Survey. ILO and the Ministry of Labour should do this and decide whether the quality is the required one or not. In case the study met the required quality, it would be recommendable to update it, and in case the study didn't meet the required quality it would be recommendable to carry out a new Labour Market Survey. The application of this recommendation in case the study didn't meet the required quality or had to be updated should be assessed by the PMC bearing in mind its utility at the current stage of implementation.</b></p> |               |                    |           |        |             |        |
| <p><b>Response from the Joint Programme Management:</b></p> <p>The Labour Market Study reports will be reviewed by FMoL and ILO for comments on their quality. Comments will be presented and way forward will be discussed by the PMC taking into consideration time limitations and usefulness in the remaining period.</p>   |               |                    |           |        |             |        |
| Key actions   | Time frame    | Person responsible | Follow-up |        | Secretariat |        |
|   |               |                    | Comments  | Status | Comments    | Status |
| 6.1. UNDP send copies of the Labour Market Survey Reports, Terms of Reference and the clearance on the study report previously sent by ILO-Cairo to FMoL.   | February 2012 | UNDP               |           |        |             |        |
| 6.2. FMoL will review & comment on the quality of the study reports.  | March 2012    | FMoL / ILO         |           |        |             |        |
| 6.3. Hold a meeting to discuss the comments of FMoL & ILO and decide the best option in view of the JP's implementation stage.  | April 2012    | PMC                |           |        |             |        |
| <p><b>Evaluation Recommendation No. 7: (R14 YEM) It's recommended to design new activities to extend to all locations where the Programme has presence (1) the UNV experience working together with the University of Delinj and (2) Y PEER experience promoted by UNFPA.</b></p>   |               |                    |           |        |             |        |
| <p><b>Response from the Joint Programme Management</b></p> <p>1) UNV has expanded implementation of its activities to North Kordofan</p>  |               |                    |           |        |             |        |

| <p><b>State in addition to South Kordofan State. In view of limited remaining funds, expansion to Blue Nile State is not possible in view of limited remaining funds. However, the UNV experience working together with the University of Dalanj will be documented and disseminated to other implementing agencies and government partners for possible replication beyond the JP.</b></p> <p><b>2) Possibilities of expansion of Y Peer Experience by UNFPA to other states will be discussed by the Focal Person/s within UNFPA and will report actions to the PMC.</b></p> |                   |                           |                  |               |                    |               |
|--|-------------------|---------------------------|------------------|---------------|--------------------|---------------|
| <b>Key actions on 1)</b>   | <b>Time frame</b> | <b>Person responsible</b> | <b>Follow-up</b> |               | <b>Secretariat</b> |               |
|  |                   |                           | <b>Comments</b>  | <b>Status</b> | <b>Comments</b>    | <b>Status</b> |
| 7.1.1. Document UNV Experience   | May 2012          | UNV                       |                  |               |                    |               |
| 7.1.2. Disseminate the documents to other UN Implementing Agencies & Partner Government Organizations for replication  | June 2012         | UNV                       |                  |               |                    |               |
| <b>Key actions on 2)</b>   | <b>Time frame</b> | <b>Person responsible</b> | <b>Follow-up</b> |               | <b>Secretariat</b> |               |
|  |                   |                           | <b>Comments</b>  | <b>Status</b> | <b>Comments</b>    | <b>Status</b> |
| 7.2.1.. Discuss possibilities of expansion in other states within UNFPA management   | March 2012        | UNFPA                     |                  |               |                    |               |
| 7.2.2. Present action to PMC   | April 2012        | UNFPA / PMC               |                  |               |                    |               |
| <p><b>Evaluation Recommendation No. 8: (R15 YEM) It's recommended to increase and reinforce community 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.</b></p>  |                   |                           |                  |               |                    |               |
| <p><b>Response from the Joint Programme Management</b></p> <p><b>JP will continue to work closely with the beneficiary groups in the communities and various stakeholders in the targeted localities. Information on the JP activities will likewise be continuously disseminated by local / national media coverage.</b></p>  |                   |                           |                  |               |                    |               |
| <b>Key actions</b>   | <b>Time frame</b> | <b>Person responsible</b> | <b>Follow-up</b> |               | <b>Secretariat</b> |               |
|  |                   |                           | <b>Comments</b>  | <b>Status</b> | <b>Comments</b>    | <b>Status</b> |
| 8.1. Continue & enhance community involvement on   | Till August 2012  | All agencies and Partners |                  |               |                    |               |

| JP activities  |                              |                           |                  |               |                    |               |
|--|------------------------------|---------------------------|------------------|---------------|--------------------|---------------|
| <b>Evaluation Recommendation No. 9: (R 16 YEM Agencies) Agencies should make an effort to avoid (1) overlaps and (2) to avoid getting involved in activities out of their area of expertise to improve harmonization and efficiency.</b>   |                              |                           |                  |               |                    |               |
| <b>Response from the Joint Programme Management</b><br>Efforts are exerted to avoid overlaps with agencies targeting different locations and target groups and sharing approaches among agencies. Complementation in the undertaking related activities are pursued by agencies and counterparts.  |                              |                           |                  |               |                    |               |
| <b>Key actions</b>   | <b>Time frame</b>            | <b>Person responsible</b> | <b>Follow-up</b> |               | <b>Secretariat</b> |               |
|  |                              |                           | <b>Comments</b>  | <b>Status</b> | <b>Comments</b>    | <b>Status</b> |
| 9.1. Continue meetings / discussion for collaboration and complementation among agencies and counterparts  | Till August 2012             | All agencies and Partners |                  |               |                    |               |
| <b>Evaluation Recommendation No.10: (R 17 YEM Agencies) Agencies should share or update the following information to governmental partners: (1) Target area of work related to the program for each partner showing clearly areas where the overlap occurs between partners regarding certain thematic area. (2) target state for operations of each partner. (3) budget for each partner describing the following: a) overall budget allocated with timeline and pipeline information; b) running cost for each partner; c) programmatic budget and how much is directed to which areas; d) non-programmatic budget between government staff, per diems. 4) how the original budget was divided between Sudan and South Sudan. 5) How much actually reach the country? 6) whats left after deduction of the running cost taken by UN agencies and other governmental partner? 7) How much remain to be disbursed?</b> |                              |                           |                  |               |                    |               |
| <b>Response from the Joint Programme Management</b><br><br>The information has been shared with government partners at the Federal and State levels. Above information may be requested by new participant / personnel of counterpart organization. Thus, the JP and its agencies shall endeavour to brief new personnel of Government Counterparts assigned to the Programme.   |                              |                           |                  |               |                    |               |
| <b>Key actions</b>   | <b>Time frame</b>            | <b>Person responsible</b> | <b>Follow-up</b> |               | <b>Secretariat</b> |               |
|  |                              |                           | <b>Comments</b>  | <b>Status</b> | <b>Comments</b>    | <b>Status</b> |
| 10.1. Brief new personnel of Government Counterpart Organization assigned to the JP  | As required till August 2012 | All agencies              |                  |               |                    |               |
| <b>Evaluation Recommendation No. 11: (R18 YEM Agencies) It's recommended to: (1) Perform an analysis of the existing public policies related to youth and</b>  |                              |                           |                  |               |                    |               |

| <b>employment, both at Federal and State levels, to know the starting point, challenges and blocking elements and also support the Government's policy making. (2) Support Government in the definition of youth employment indicators to improve both general and sector public policies.</b>                            |                     |   |                  |               |                    |               |
|---|---------------------|---|------------------|---------------|--------------------|---------------|
| <b>Response from the Joint Programme Management</b>   |                     |   |                  |               |                    |               |
| <b>The Federal Ministry of Labour and ILO will perform (1) an analysis of the existing public policies related to both youth and employment and (2) define youth employment indicators.</b>   |                     |   |                  |               |                    |               |
| <b>Key actions</b>  | <b>Time frame</b>   | <b>Person responsible</b>   | <b>Follow-up</b> |               | <b>Secretariat</b> |               |
|   |                     |   | <b>Comments</b>  | <b>Status</b> | <b>Comments</b>    | <b>Status</b> |
| 11.1. Undertake analysis of the existing policies related to youth and employment   | April - May 2012    | FMoL / ILO  |                  |               |                    |               |
| 11.2. Define youth employment indicators  | April - May 2012    | FMoL / ILO  |                  |               |                    |               |
| <b>Evaluation Recommendation No. 12: (R 20 YEM) It's recommended to promote among women from rural areas to participate in trainings related to works different from those society traditionally assign them to progress towards a more fair work model in the country.</b>   |                     |   |                  |               |                    |               |
| <b>Response from the Joint Programme Management</b>   |                     |   |                  |               |                    |               |
| <b>Participation of women / men on trade / skills training different from traditional stereotype occupational areas will be promoted as much as possible. Entry to training programs will be opened up to both sexes. When possible, rapidly assess hindrances and try to mitigate such in drumming up participation.</b> |                     |   |                  |               |                    |               |
| <b>Key actions</b>  | <b>Time frame</b>   | <b>Person responsible</b>   | <b>Follow-up</b> |               | <b>Secretariat</b> |               |
|   |                     |   | <b>Comments</b>  | <b>Status</b> | <b>Comments</b>    | <b>Status</b> |
| 12.1. Open up participation of both sexes to the skills training program  | March - August 2012 | All UN agencies and counterpart organizations conducting training in the remaining period |                  |               |                    |               |
| 12.2. Assess hindrances and try to mitigate the situation   | March - August 2012 | All UN agencies and counterpart organizations conducting training in the remaining        |                  |               |                    |               |



|   |                   | period                       |           |        |             |        |
|---|-------------------|------------------------------|-----------|--------|-------------|--------|
| <p><b>Evaluation Recommendation No. 13: (R21 YEM) Since the components to strengthening public policies related to youth and employment are starting to be developed, it is recommended to introduce the gender perspective in their implementation from the beginning by reshaping the related activities. To achieve this it would be advisable to hire an expert on gender and public policy who could advice the different partners involved in the corresponding activities.</b></p> |                   |                              |           |        |             |        |
| <p><b>Response from the Joint Programme Management</b></p> <p><b>Gender and public policy advisor for UNCT Sudan is already approached for her involvement in introducing gender perspective to the strengthening of public policy components.</b></p>  |                   |                              |           |        |             |        |
| Key actions   | Time frame        | Person responsible           | Follow-up |        | Secretariat |        |
|   |                   |                              | Comments  | Status | Comments    | Status |
| 13.1. Discuss and finalize arrangements with Gender advisor   | March 2012        | UNIDO                        |           |        |             |        |
| 13.2. Incorporate gender perspective in the development of National Action Plan   | March – June 2012 | Gender advisor UNIDO / FMoYS |           |        |             |        |
| <p><b>Evaluation Recommendation No. 14: (R 22 YEM) As the components dedicated to strengthening public policies related to youth and employment are starting to be developed, it is recommended to improve the introduction of gender perspective in their implementation by involving the Ministry of Social Development.</b></p>  |                   |                              |           |        |             |        |
| <p><b>Response from the Joint Programme Management</b></p> <p><b>Ministry of Social Development will be involved in the strengthening public policies to introduce gender perspective.</b></p>  |                   |                              |           |        |             |        |
| Key actions   | Time frame        | Person responsible           | Follow-up |        | Secretariat |        |
|   |                   |                              | Comments  | Status | Comments    | Status |
| 14.1. Involve Ministry of Social Development in the Technical Working Group   | March – June 2012 | UNIDO- FMoYS                 |           |        |             |        |
| <p><b>Evaluation Recommendation No. 15: (R24 YEM) To improve the gender perspective in the implementation at the community level it's recommended to expand to all locations covered by the Programme the Behaviour Change Communication (BCC) component implemented by UNFPA in SKS.</b></p>   |                   |                              |           |        |             |        |
| <p><b>Response from the Joint Programme Management</b></p>  |                   |                              |           |        |             |        |

| Expansion of UNFPA's Programme on Behaviour Change Communication to all locations covered by the JP will be considered by UNFPA.   |                  |                    |           |        |             |        |
|--|------------------|--------------------|-----------|--------|-------------|--------|
| Key actions  | Time frame       | Person responsible | Follow-up |        | Secretariat |        |
|  |                  |                    | Comments  | Status | Comments    | Status |
| 15.1. Discuss the possibility of expanding coverage with UNFPA management  | March 2012       | UNFPA Focal Person |           |        |             |        |
| 15.2. Report the decision to the Management Committee  | April 2012       | UNFPA Focal Person |           |        |             |        |
| <p><b>Evaluation Recommendation No. 16: (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.</b></p> |                  |                    |           |        |             |        |
| <p><b>Response from the Joint Programme Management</b></p> <p><b>With the involvement of a Gender and Policy Advisor to the policy strengthening components, capacities of NYES and other Government partners will be strengthened through round table discussions or workshops.</b></p>   |                  |                    |           |        |             |        |
| Key actions  | Time frame       | Person responsible | Follow-up |        | Secretariat |        |
|  |                  |                    | Comments  | Status | Comments    | Status |
| 16.1. Organize and conduct round table discussions / workshop on basic concept and tools with gender perspective among JP partners   | April – May 2012 | UNIDO / FMoYS      |           |        |             |        |