

Project of the Government of Sudan

United Nations Development Programme



Sudan

Transfer Of Knowledge Through Expatriate Nationals

Narrative

Transfer of Knowledge through Expatriate Nationals (TOKTEN) modality of technical support is a special volunteer programme of the United Nations Development Programme (UNDP) that provides a window of opportunity for expatriate nationals to volunteer in their country of origin for a short period of time, thereby contributing to the process of peace building, recovery, and development of their home country.

The objective of TOKTEN Project in Sudan is to support national capacity building of Sudanese institutions in various development sectors through transfer of knowledge of professional Sudanese in the Diasporas; thus contributing with an invaluable, efficient, and sustained input to the humanitarian, peace and development efforts to rebuild Sudan, while capitalizing on Sudan's own human resources.

The full-fledged TOKTEN, to be implemented as a national project for an initial period of two years (2007 – 2008) under UNDP execution modality, incorporates the lessons learned from the Preparatory Assistance Phase of TOKTEN, and recommendations of consultative meetings held in both Northern and Southern Sudan. The National TOKTEN Project will cover at least 10 States of Sudan, and about 25 TOKTEN Volunteers will be recruited as per the requests of eligible national institutions across Sudan. More than 300 personnel are expected to benefit directly from the capacity building support to Northern and Southern Sudan.

COVER PAGE

Country: Sudan

UNDAF Outcome(s)/Indicator(s):

Better governance, peace building and respect for and protection of human rights.

Indicator (1a): Public Institutional Strengthening.

Indicator (1 b): Promotion of peace building at national as well as grass-roots level.

Expected Outcome:

MYFF SL 2.6: Local government/ decentralization acts/policies enacted to support maximum devolution of power over public resources to the local level.

Expected Output(s)/Annual Targets:

Output 1: TOKTEN Volunteers recruited and deployed based on requests from benefiting institutions in Northern and Southern Sudan.

Annual Targets:

1.1 Deployment of set target of TOKTEN Volunteers in each year of project life.

1.2 Project covers at least 10 States in Northern and Southern Sudan.

1.3. At least 300 personnel benefit directly from capacity support of TOKTEN Volunteers.

Output 2: TOKTEN Project Management Information and Advocacy System strengthened.

Annual Targets:

2.1 Expanding the database to hold a roster of at least 1000 professionals (potential TOKTEN Volunteers).

2.2 Advocacy and media coverage within and outside Sudan

2.3 Exit and sustainability strategy developed.

Output 3: TOKTEN progress, and results documented

Annual Targets:

3.1 At least one Consultative Forum involving stakeholders in areas of project coverage conducted for Review of the project progress.

Executing Agency: UNDP

Cooperating agency: Ministry of International Cooperation and Government of Southern Sudan Ministry of Regional Cooperation

Programme Period: 2007 - 2008
Programme Component: Governance and Rule of Law
Project Title: Transfer Of Knowledge Through Expatriate National
Project ID: 00047068
Project Duration: One year
Management Arrangement: UNDP Execution

Total Budget	USD 240,343.94
Allocated resources:	USD 240,343.94
• Government	
• Regular	USD 120,000.00
• Other:	
○ NET	USD 1,382.31
○ DFID	USD 118,961.63
○ Donor	_____
• In kind contributions	_____

Agreed by (Government): _____ 

Agreed by (UNDP): _____  30 AUG 2007

2. SITUATION ANALYSIS

After the signing of historic Comprehensive Peace Agreement (CPA) in Sudan on 9 January 2005, the overall social and political environments have been changed and opened an unprecedented window of opportunity to turn the devastation of years of war, displacement, underdevelopment into a new era of peace and prosperity in Sudan. However, the dividends of peace and prosperity in Sudan would not come automatically, but it would rather depend on capitalizing the vast natural resource endowment and significant human capital of the country. Similarly, the Joint Assessment Mission (JAM) framework focuses on key themes that are integral to consolidating the peace and facilitating broad-based human and economic development providing basic human security and human rights protection, and ensuring the safe return and reintegration of the world's largest displaced population.

Incidentally, a large number of the qualified and experienced human resources of Sudan that could contribute to recovery and development process in Sudan are living outside the country. Studies conducted by different agencies on the expatriate Sudanese nationals in the Diasporas have reported that a rich pool of highly talented and experienced Sudanese nationals have been working around the world and many of them are observing the present development in Sudan with great concern and intend to extend a helping hand for reconstruction and peace building initiatives in their home country. Fortunately, the Government of National Unity (GNU), and the Government of Southern Sudan (GOSS) respectively have human resources capacity building policies that encourage involvement of the Diasporas in their recovery and development efforts. The enabling policy situation and the increasing political stability in Sudan form the major assumptions for the continuation and expansion of the UNDP support on TOKTEN capacity building-oriented project initiative.

UNDP Sudan is supporting the Government of National Unity of Sudan and the Government of Southern Sudan in many fronts through its recovery and development-support programmes, many of them with capacity building projects. TOKTEN Project, with primary focus on capacity building through deployment of professional Sudanese in the Diasporas is another dimension of human resources and institutional capacity building support to add value to other UNDP programmes all over Sudan, as well as contribution to overall achievement of the Millennium Development Goals (MDGs) in the country. The assessment of the pilot phase of the TOKTEN Project that ran from January 2006 – January 2007 reveals that benefiting institutions have recognized TOKTEN as an innovative approach for capacity building of Sudanese national institutions, and recommends that the positive response from benefiting institutions would create high demand for TOKTEN Volunteers in the future. (See the independent Assessment Report of the Preparatory Assistance Phase of TOKTEN Project for details at Annex 2).

This document presents the full-fledged phase of TOKTEN Project in Sudan to run for three years, subject to extension, from 2007 – 2010 with national coverage in scope. The National TOKTEN Project will cover at least 10 States of Sudan, and about 200 TOKTEN Volunteers will be recruited as per the requests of eligible national institutions across Sudan. More than 1000 personnel are expected to benefit directly from the capacity building support of the project in the Northern and Southern Sudan.

3. STRATEGY

The objective of TOKTEN Project in Sudan is to support national capacity building of Sudanese institutions in various development sectors through transfer of knowledge of professional Sudanese in the Diasporas; thus contributing with an invaluable, efficient, and sustained input to the humanitarian, peace and development efforts to rebuild Sudan, while capitalizing on Sudan's own human resources.

Based on the project objective, the Full-fledged TOKTEN Project would contribute to achieving of UNDP Country Programme outcome, stated on the Cover page, in Northern and Southern Sudan. In this respect, the project would build and strengthen partnership with other projects of UNDP, and projects of other United Nations in their support to Sudanese institutions. Other development areas considered by stakeholders as priority for capacity building support among the targeted beneficiaries, within the context of the MDGs, will be supported by the project.

The targeted beneficiary institutions of the project will be the following:

- Governments institutions at all levels,
- Vocational institutes
- Universities
- Research institutions
- Private sector organisations

In view of the large number of civil society organisations in Sudan, support to civil society organisations would be provided in coordination with any of the earlier mentioned targeted beneficiary institutions.

The niche of TOKTEN area of capacity building intervention would be targeting of experienced and motivated professional Sudanese in the Diasporas who are willing to volunteer to support capacity building needs for peace building, recovery and development, including the achievement of Millennium Development Goals, in Sudan. The deployment of TOKTEN Volunteers for mainly capacity building support will be based on demand-driven approach, with strategic capacity building advisory support by the project. Requests for job gap-filing will be considered on exceptional basis. Furthermore, TOKTEN is not considered as a Return Programme or an Employment Scheme for Sudanese abroad, but its latent results are expected to catalyse both issues for Sudanese abroad.

The current priority thematic areas of support by the project, based on demands of beneficiary stakeholders, are:

- Governance and Rule of Law
- Gender in Development
- Sustainable Natural Resource and Environmental Conservation and Management
- Business and Sustainable Livelihood Development
- Agriculture, Food Security, and Rural Development
- Health
- Education, Training and Research

The priority areas of thematic intervention will be reviewed each year through Consultative Forums involving stakeholders in the project to enhance ownership of the project among stakeholders.

The project will adopt the new UNDP Result-based Management Approach that focuses on effective and efficient achievement of project outputs with the active involvement of key project stakeholders in the project implementation process. In this respect, the project will convene periodic meetings of Project Consultative Forum, composing of the project stakeholders, for the purpose of information sharing and contribution of suggestions towards strengthening the project service delivery; relevance, national ownership and sustainability of the project.

As part of its strategy, the Full-Fledged TOKTEN Project will broaden and strengthen the existing partnerships with key stakeholders within and outside Sudan. In relation to this the project will identify common areas of interest between other agencies implementing the similar initiatives in Northern and Southern Sudan for improving the project outputs through sharing experiences and

resources. The database developed during the Preparatory Assistance Phase of the project will also be expanded and improved.

Advocacy and media campaign were noted to have played a significant role in creating awareness and positioning TOKTEN as an effective model of technical assistance for capacity building in Sudan. TOKTEN Project will design and implement a suitable targeted multi-media advocacy and campaign programme among various stakeholders within and outside Sudan to ensure continued resource support, active participation by all stakeholders, and the intended wide coverage of benefits of the project all over the country.

Continuous monitoring, periodic reviews and adequate reporting on the project will be conducted to provide timely information and early warning to stakeholders, especially key stakeholders, for their timely intervention to ensure effective management and result achievements in the project. Baseline data available from Progress Reports and Assessment Reports of the Preparatory Assistance Phase of the project would form benchmark for monitoring of progress and results of the Full-fledged Phase of the project.

Furthermore, the project strategy will adopt documenting lessons learnt and results from both the Preparatory Assistance and the Full-fledged Phase of the project.

The project will develop an exit strategy for enhancing national ownership of the project through developing capacity of cooperating institutions to ensure sustainability of results and continuity of deploying professional Sudanese in the Diasporas. Advocacy for mainstreaming the utilisation, adoption and funding of TOKTEN modality as a capacity building strategy by beneficiary institutions, UNDP and other UN agencies will form part of the sustainability strategy of the project.