

## JOINT PROGRAMME DOCUMENT

Country: SUDAN

### UNDAF 2002-2006 Outcomes (UNDAF extended to end 2008):

Objective 2: Rehabilitation and development of sustainable livelihoods

Objective 3: Better governance, peace building and respect for and protection of human rights

### 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.

### UNDAF Sub-outcome:

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.

### Joint Programme Outcome:

- Joint Programme Outcome 1: Employment creation for migrant youth is mainstreamed into national development framework
- Joint Programme Outcome 2: Policies and measures are implemented to help young returnees enter and remain in the labour market
- Joint Programme Outcome 3: Innovative interventions to create concrete employment and training opportunities for the youth developed and implemented in 6 states (States level)

Programme Title:

[Creating opportunities for Youth Employment in Sudan](#)

Programme Duration: 2 years  
(December 2008- November 2010)

Fund Management Option: Pass-through

Administrative Agent: UNDP

Total estimated budget: US\$ **8,999,998**

Total estimated programmable budget:  
**8,411,213**

Planned resources:

Spain- MDG Trust Fund: US\$ 9 million

Amount per Agency:

UNIDO - US\$ **1,404,659**

ILO - US\$ **1,400,336**

UNDP – US\$ **1,646,337**

UNICEF - US\$ **985,598**

UNESCO - US\$ **405,263**

FAO - US\$ **879,690**

UNOPS - US\$ **917,514**

UNFPA - US\$ **259,368**

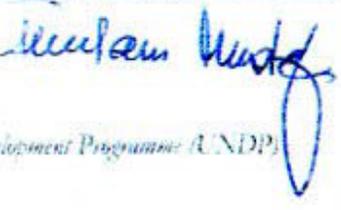
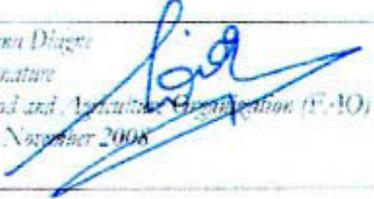
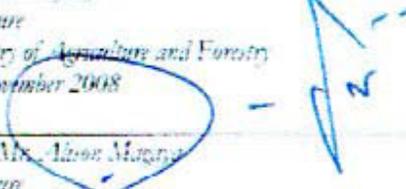
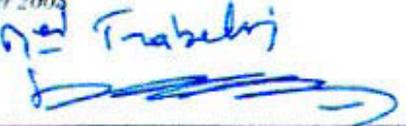
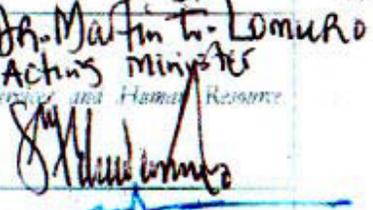
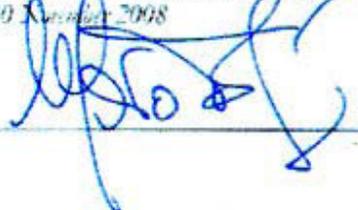
IOM - US\$ **799,718**

UNAIDS - US\$ **194,526**

UNV - US\$ **106,989**

**Names and signatures of (sub) national counterparts and participating UN organizations**

This Joint Programme Document (JPD) enables UN Organizations (including specialized and non-resident agencies) and implementing partners to implement harmonized, results focused joint programmes/projects with a minimum of documentation.

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\* Each Agency participating and signing this Joint Programme Document will be party to the existing framework of UNDAF, Common Humanitarian Action Plan, and Transitional Framework etc. which the programme/project is addressing. The Agency will operate on the basis of its basic in-country agreement with government.

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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
MoCYS	Ministry of Culture, 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. Executive Summary

The Sudan Joint Programme (JP) “[Creating Opportunities for Youth Employment in Sudan](#)” aims to provide skills development and livelihood opportunities to the youth<sup>1</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.

This JP, amounting \$ 9 millions, has been designed in consultation with the Government of National Unity and the Government of Southern Sudan both considering youth employment as a priority area in Sudan. The programme will help mainstream youth employment in national development frameworks and create employment opportunities to deliver peace dividends and support the overall CPA implementation.

The JP will target six priority states including three in the North - Abyei<sup>2</sup>, Southern Kordofan and Blue Nile and three in the South - Warrap, Western Equatoria and Eastern Equatoria. Due to the often challenging environment, the size of the country and the scale of the needs, this State-centred approach seeks to maximise impact of the programme.

Eleven UN and UN affiliated organizations and their relevant national counterparts participate in the programme. The Federal Ministry of Youth, Culture and Sports (north), the GOSS Ministry of Culture, Youth and Sports and the Ministry of Labor, Public Services and Human Resources Development (south), as the overall coordinating Ministries, the Federal Ministry of Industry, the Ministry of Industry, Energy and Mining, the Federal Ministry of General Education, the Ministry of Rural Development and Cooperatives and the Central Bank of Sudan including the Bank of Southern Sudan will coordinate the technical aspects related to the respective sectors within the joint programme.

## 2. Situation Analysis

In January 2005, the civil war between the Government of Sudan and the SPLM/A officially ended with the signing of the Comprehensive Peace Agreement (CPA). The reality remains that twenty-one years of civil war equals a generation. In 2005 the country’s population was estimated at 37,708,000 million<sup>3</sup> of which almost 17 million were under the age of 18, who were either born in the Sudan during the most recent civil war or born in asylum countries.

As a consequence of the protracted civil war, and recurrent natural disasters, Sudan’s political, physical and socio-economic infrastructure, including educational and health care systems have been either weakened or destroyed. In South Sudan, in particular, institutions and systems have to be largely built from scratch.

During the war, forced *migration* occurred on a massive scale, as the population fled violence and hunger resulting in the highest number of internally displaced persons (IDPs) in the world (estimated at over four million at the time of the CPA, without considering those displaced by the Darfur conflict). In addition, close to one million people fled to neighbouring countries and became refugees. This migration created a vacuum in rural areas and destroyed the established economic structures pushing the remaining population into marginal jobs. Furthermore, Sudanese youth were often separated from families and communities, deprived of the basic education, social and vocational skills needed for acquiring sustainable livelihoods.

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<sup>1</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 FMOcYS that define youth as between the ages 18 and 30.

<sup>2</sup> Whether Abyei will remain part of this joint programme is still to be determined, due to the recent violent clashes (May 2008) and need of humanitarian response and reconstruction.

<sup>3</sup> The population census, undertaken in April 2008, will provide correct figures

Currently *migration* flows are inwards, with large populations returning to their areas of origin or their parents' native land. Though migratory flows in the Sudan are complex to track, it is estimated that over 2 million people have returned since 2004. Still the lack of infrastructure and basic services and difficult access to markets make the process of economic reintegration very difficult.

More than seventy percent of the returnee population is below thirty years of age. Trends towards increased urbanisation are beginning to surface as part of the dynamics of the returns process, "[...] it is thus likely that a significant portion of the displaced will choose to resettle in urban rather than rural areas. This will be particularly true of youth (i) who have grown up in urban or peri-urban settings, (ii) displaced in the Southern garrison towns, and (iii) ex-combatants"<sup>4</sup>.

Young people, once back home, are often trapped in a vicious cycle of poverty, unemployment, illiteracy, social exclusion. The lack of livelihood opportunities puts them at a high risk of being involved in violent acts including sexual abuse which increases their vulnerability to HIV. This is especially true for ex-combatants and former child-soldiers<sup>5</sup>. Therefore, there is a clear need to develop the youth's capacities to upgrade their employability, and to ensure access to short and long term jobs to become self-reliant. The needs in Sudan remain paramount, especially in the South where the estimated poverty incidence (% of the total population) was as much as 90% in 2001.

The opening up of markets following the CPA is generating public and private investments and job opportunities are expected to rise in the medium term. As the peace process consolidates, the demand for labour not only expands but rapidly changes from non skilled to semi-skilled and better skilled through time. Many young Sudanese are needed in different sectors, e.g. civil work and construction; furthermore, other opportunities in the private sector are opening up, e.g. in the banking and insurance sectors and different trades (e.g. national managers, supervisors, surveyors, or staff in supermarkets, shops, warehouses, etc). Contractors operating in Sudan have repeatedly expressed difficulties in finding workers with basic skills. As a result, foreign (semi-)skilled workers are currently a dominant feature of the labour market. Demand oriented skills training and other support services are therefore essential to enable young Sudanese to compete for employment and business opportunities.

Within the context of the Joint Assessment Mission (JAM) the promotion of the productive sectors was identified as a key priority for sustainable development. The Interim constitution of Southern Sudan prescribes that the Government of Southern Sudan and the States should "adopt policies and provide facilities for the welfare of children and youth and ensure that they develop morally and physically, and are protected from moral and physical abuse and abandonment [they should] empower the youth to develop their potentials"<sup>6</sup>. Also, the Government of National Unity (GoNU)'s five-year strategic plan (2007-2011) and particularly the Federal Ministry of Culture, Youth and Sports (MoCYS)' "training strategy for five million youths" for both north and southern Sudan recognise that the alignment of vocational training and education outputs to labour market needs will increase employment opportunities. Moreover, the Government of Southern Sudan (GoSS) stated they "aim to forge a southern society in which the youth are conscious, empowered, confident, patriotic and committed to the development and progress of their motherland and so to contribute to the recovery and the development of the nation"<sup>7</sup>. Finally, 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.

This joint programme aims to respond to these recommendations and national priorities. UN agencies have a long track record in implementing recovery and development programmes including in the areas of protection, health, education, food security, vocational training and livelihoods. These experiences will be combined under one

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<sup>4</sup> Joint Assessment Mission Report, 2005

<sup>5</sup> Number of demobilised Child soldiers since DDR began (in 2001) 15-18,000. Number of officially demobilised child soldiers since Southern Sudan DDR Commission (SSDDRC) established (in 2006): 1,125, Source UNICEF

<sup>6</sup> The Interim Constitution of Southern Sudan (2005)

<sup>7</sup> GoSS Policy Statement 2006, in Policy framework for Ministry of Culture, Youth and Sport, 2007

umbrella through the joint programme, and activities directed towards the common goal of creating youth employability and employment opportunities.

Six states were selected as priority states for the joint programme, based on the above mentioned criteria of having a significant number of returnees as well as UN presence on the ground. Given the limited amount of resources available, the geographical scope of the programme has been defined as such to maximise impact through focused interventions in selected states. It is understood socio-economic indicators are much lower in entire Southern Sudan than in the North. Specific details on targeted states are as follows.

## ***2.1 State profiles***

### **Abyei**

With the signing of the CPA, Abyei has been one of the areas experiencing a high number of spontaneous returns. To date 60,000 (RRR/UNMIS) of the estimated 200,000 people (Abyei Area Development Road Map) have returned and are settled in Abyei (RRR/UNMIS). Approximately fifty percent of returnees have settled in Abyei town, largely due to security, income opportunities, services and poor access to the return villages. Consequently the population of Abyei town has grown six fold, from 5,000 in 2005, to nearly 30,000 today.

The economy of Abyei town is mostly fuelled by the presence of international agencies and by its location as a resting point for buses travelling south. The level of services and infrastructure is inadequate to face the current trend of the rising population. In addition to towns' expansion, commercial investment is increasing, including charcoaling, larger-scale/commercial farming and brick making. If poorly managed these economic trends can lead to increased competition over resources, environmental degradation and resource based conflict.

The recent crisis in Abyei resulting from fighting between SAF and SPLA provoked the displacement of over 50,000 people and caused damage to infrastructure and buildings worsening the already volatile situation in the state. The stability in Abyei also largely depends on livelihoods opportunities available for the youth<sup>8</sup>.

There is a need to support sustainable reintegration enhancing the livelihood potential of the local community. The provision of vocational and basic business skills training in specific economic sectors, especially to vulnerable groups such as youth, women and ex-combatants, would contribute to the creation of income generating alternatives through the creation of employment and self employment opportunities.

### **Blue Nile**

Blue Nile State has a population of approximately 800,000 people 75% of whom reside in the rural areas. It features the Rosaries Dam, which is the main source of Sudan's hydroelectric power generation capacity. The state economic activity is based upon agriculture, livestock and increasing mineral exploitation where good potentials exist provided an enabling economic environment in terms of sound policies and availability of qualified human resources.

According to state officials, since 1987, an estimated 165,000 people have been displaced inside and outside BNS. For 2008 HAC/SRRC indicated a possible number of 38,600 individuals for IDP (34,000) and refugee returns (4,600). Also, some 6,300 returning refugees from Ethiopia are expected to transit through BNS together with difficult-to-predict spontaneous inter-state returns or returns. Finally, according to verbal statements by the State Government approximately 6,000 SAF and PDF ex-combatants (including adults, child soldiers and women) are expected to go through DDR processes in 2008.

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<sup>8</sup> International assistance will focus on reconstructing basic services, support reconciliation and providing support along migration corridors while helping the establishment of a new administration. Once the programme starts, the situation will be assessed with a view to determine if and how planned activities can start and be integrated with overall reconstruction and recovery efforts

In light of the above, conflict over resources may occur, especially in areas where land and water resources are scarce. At the same time, the slow development process and the weak economic environment of Blue Nile State represent significant challenges for reintegration failing to provide viable alternative socio-economic opportunities.

Among regional priorities, as indicated in the UN and Partners Work Plan 2008, the establishment of income generation projects for disadvantaged groups (such as ex-combatants, youth and women returnees) should be ensured to create income and employment opportunities. Economic development programmes or vocational training for youth are examples of alternatives that could be provided to at-risk persons to ensure voluntary DDR as well as smooth reintegration of returnees.

### **Southern Kordofan**

As one of the Three Areas which have specific provisions under the Comprehensive Peace Agreement (CPA), recovery efforts in Southern Kordofan State (SK) face particular challenges. The lack of resources remain an obstacle in creating an enabling environment for social welfare issues across the whole State. Despite some progress towards the provision of basic services (water, health, education and sanitation) and in the agricultural sector, in both the livestock and agricultural aspects, much remains to be done to increase coverage and move socio-economic indicators towards the goals set by the MDGs.

As reflected in the State Five Year Plan and the UN & Partners Work Plan 2008, the medium-term priorities include the rehabilitation and rebuilding of the state social service facilities and infrastructure; the provision of opportunities to encourage the displaced to return and resettle; the revitalization of the state economic infrastructure and development; and the promotion of industry, mining and tourism. In this respect special focus is given to youth-oriented reintegration.

In cooperation with UNICEF's and UNIDO's ongoing projects, the State Ministry of Education is working to improve the education and vocational training system, by, inter alia, creating vocational training facilities such as the Kadugli Vocational Training College (KVTC) which will be rehabilitated to provide training to 200 students per year.

Building on these efforts, additional vocational training centres need to be targeted and better curricula developed and improved for training in a variety of subjects. Through these interventions, target groups (youth, IDPs and other returnees) will be provided with the technical know-how and experience that will enable them to achieve sustainable livelihoods, either through self employment or by working in the construction, manufacturing, service, and agriculture sectors.

### **Eastern Equatoria**

Eastern Equatoria State (EES) has endured displacement, a proliferation of small-arms and ex-combatants, and the destruction of its physical and economic infrastructure as a result of the Sudan's civil war. EES shares its border with Ethiopia, Kenya and Uganda. These countries have hosted tens of thousands of refugees in camps over the course of Africa's longest protracted civil war. UNHCR estimates that 83,000 refugees have registered and listed EES as their place of destination.

In addition to the return of civilians, there is a need for the disarmament, demobilization and reintegration (DDR) of many ex-combatants and youth. This need is severe in EES, where youth are currently engaged in violent activities such as cattle-rustling and inter-clan fighting. Areas affected by the LRA are especially in need of assistance, and formerly-abducted or coerced youth are expected to return. Reintegration of child and youth ex-combatants poses a key challenge in the state, as large parts of Southern Sudan.

Programmes that will give vocational skills, specific training, and job opportunities for returning youth and ex-combatants are crucial to maintaining peace and security in EES.

## **Warrap**

The State of Warrap is probably the least served and the one that has been most seriously affected by emergencies like flooding and disease outbreaks. The state has a poor infrastructure network which makes access difficult. Furthermore, the capacity of the state government is extremely low and the 2007 political crisis had left its governability difficult for several months until the recent appointment of the new Governor. The population of Warrap state is predominately pastoralist, with limited alternative livelihoods available. There is a seasonal migration of cattle herders throughout the State, which is directly linked to insecurity and conflict over resources, and on ethnic lines. Furthermore, the State is experiencing the emergence of towns determined partially by the high number of spontaneous and organized returnees resettling in urban areas rather than returning to the countryside. In 2008, over 36,000 returnees are expected, over 11% of the total to Southern Sudan. Twic County is the area with the highest number of expected returnees (over 26,000 according to UN estimates).

As people begin to return and re-establish their lives, special attention must be paid to address the needs of the youth, especially those belonging to separated households. A high level of vulnerability is in fact related to women-headed households, which suffer from discrimination and marginalization in terms of relief and services. As young women are more inclined to pursue activities such as petty trades around major markets and town, they should be targeted with skills development initiatives to allow them to recuperate a central role in the society. Crucially, it is acknowledged that the potential for income generation and markets is high given the numerous marketplaces in the region. Therefore, overcoming the protracted effects of the political and social instability that have undermined the trading opportunities, e.g. markets and associated infrastructures is necessary to initiate the recovery efforts.

## **Western Equatoria**

Western Equatoria State (WES) was carved out of the Greater Equatoria region after the signing of the CPA in January, 2005. Originally composed of five counties, WES was later subdivided into the present ten counties, some of which are highly underserved and are suffering from a lack of absorption capacity for large numbers of returnees, many of whom remain idle and unable to provide for themselves. Current WES government priorities include: prioritisation of agriculture to facilitate the transition from subsistence farming to a development-oriented economy; provision of more learning spaces; and actively engaging youth in the development of WES. The return of over 156,400 to WES between 2004 and 2007 is placing a huge pressure on already scarce social services. Some 12,162 IDPs are registered in Khartoum, with over half below 17 years of age. - There is a need to support a sustainable reintegration strategy by opening up employment opportunities and leveraging current recovery programming focused on vulnerable youth.

The Department of Vocational Training within the Ministry of Education runs two centres; one in Yambio and the other in Maridi (currently inactive due to a shortage in funding), both counties received a high percentage of returnees, with Tambura and Mundri West as the other two final destinations of most of the returnees. The centres can offer multi-sectoral 9-month long training courses targeting young women (single mothers), demobilized child soldiers, orphans, and returnees. WES has a Youth Change Agents Association, MSA (Maridi Service Agency) and a YMCA. UNICEF is working with partners to provide 50 children with vocational skills training and support 10 to run small businesses, however needs far outweigh the scale of this program and a funding gap already exists. Additionally, UNICEF life skills' training is offered throughout WES providing an opportunity for economies of scale and entry points for vocational training opportunities. Current UNDP funding for labour intensive infrastructure projects and the State prioritization of infrastructure development will afford employment opportunities for technically skilled labour, which until now has been met by an influx of foreign construction workers.

### 3. Strategies including lessons learned and the proposed Joint Programme

#### 3.1 Background/context

##### **Implications of the dual government structures**

With the signing of the Comprehensive Peace Agreement in 2005, the Government of Southern Sudan (GoSS) was established and the region of Southern Sudan, comprising 10 states, given autonomy. The Government of National Unity covers the 15 Northern states. The CPA has established this *one country, two systems* approach to enable auto-development across regions in Sudan. The UN system in Sudan mirrors this structure, with a UN Country Team in Khartoum and a UN Management Team based in Juba which works directly with the Government of Southern Sudan. While north and south ministries operate autonomously, they are mandated to coordinate activities and meet regularly. The joint programme operational and coordinating structure seeks to respond to this complex national context. The UN agencies under this joint programme will work to achieve a common goal through working directly with partners in both north and south, taking advantage of already established partnerships and presence on the ground. At the same time, and in the spirit of the national arrangements, joint programme activities in north and south will be jointly coordinated and monitored and lessons learned will be shared. To support national efforts adequately in both north and south, a lead agency has been appointed for the respective two regions. Criteria for selection included technical capacity related to youth employment; experience in the region; and presence on the ground. In the North, UNIDO was selected as lead agency by the UN team while in the south ILO was selected.

The Federal Ministry of Culture, Youth and Sports has been appointed by the Ministry of International Cooperation as national focal point for the Joint programme in the North. Data and information on programme progress collected through monitoring of the various programme activities by the lead agencies will be compiled in the Ministry, and relevant data feed into the Ministry's data base on youth. The Ministry will also be the focal point for arranging the inception stakeholder forum. The Ministry of Labor will play a technical advisory role as needed especially in the development of the youth employment action plan, the key outcome of the inception forum. In the South, the Ministry of Labor, Public Services and Human Resources Development and the Ministry of Culture, Youth and Sports will both be national focal points for the programme with the Ministry of Labor having a technical advisory role.

##### **Joint planning framework**

The implementation of the JP is timely as it coincides with the beginning of a new programme cycle set by the UNDAF 2009-2012 in Sudan. The UNDAF was prepared through a process corresponding to the one country, two systems. While priorities were first developed in working groups in both North and Southern Sudan, they were harmonized in a joint workshop with all partners. As such, a number of overarching goals were identified, reflecting that common challenges exist as well as willingness to build bridges and work in partnership to address these. At the same time, it is recognized that South Sudan start from a much lower level of indicators and that capacity building strategies will have to take this fact into consideration. The UNDAF Outcome which both North and South partners will work towards under this joint programme is as follows: *"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 joint programme will contribute 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"*.

The development of the Youth Employment Programme mirrors the approach adopted in the UNDAF. Hence, joint programme outcomes and outputs have been identified by UN agencies and partners in both North and Southern Sudan, while recognizing that the starting point is lower in Eastern Equatoria, Western Equatoria and especially in Warrap in Southern Sudan.

The joint programme will contribute to the attainment of the Millennium Development Goals (MDG) 1, 3, and 8 with a focus on target (8)16, Productive Work for the Youth.

### 3.2. Strategies

**Holistic approach:** The joint programme seeks to promote youth employment and employability by laying the foundations for sustainable interventions across different sectors. This will be done using a holistic approach that includes both 1) empowerment of youth through improving learning capacity and literacy skills, self-awareness with a special focus on females; 2) improving youth's concrete vocational and technical skills through training; 3) and establishing concrete employment opportunities through job-placement and support to start up business initiatives. Furthermore, the joint programme seeks to build capacities across several sectors with different line ministries at both federal and GoSS level as well as at state level, and inclusion and dialogue with employers organisations will be part of this process. This comprehensive approach will be undertaken through taking advantage of the different expertise of the participating UN agencies and the already established relationships with different partners.

**Building coordination capacity:** While the joint programme seeks to strengthen strategies and interventions across different ministries, it will also seek to improve the coordination of those interventions. The first step in this direction is the inter-ministerial stakeholder forum, with the outcome of an overall action plan outlining the different mandates and key priorities for the next year of involved national partners, including line ministries, CBOS, Banks and private sector. This plan will both serve the purpose of clarifying the respective mandates among line ministries while solidifying the sense of an overall plan, and be a first step towards establishing a coordinated and integrated approach to addressing youth employment. The development of joint state level action plans will follow the same principle in ensuring that activities are undertaken in a coordinated manner. The appointment of the Ministry of Culture, Youth and Sports and Ministry of Labour, Public Services and Human Resource Development as the focal points for the programme in both Khartoum and Juba and at state level is likewise a step towards building capacities for a coordinated effort.

**Responding to regional differences:** The joint programme targets both north and southern states, and as such, needs to respond to the different capacity levels of national partners as well as issues relevant to these regions. The operational set up in Sudan, with a UN country team in the north and a UN management team in the south is well positioned to respond to these differences. In most cases, programme activities will be similar, while it is understood that local capacities in the south are at a much lower level, and than progress may be slower. There are a few areas of interventions that will differ between north and south, in response to the different context, however:

1. In the south states, the high number of youth, who are former child soldiers, is one of the key impediments to development and exploitation of the rich human resources represented by youth. Hence, in the south, UNICEF will focus its activities on vocational training specifically targeting this group, while in the northern states, building learning capacities of youth in general will be in focus. In the same vein, UNESCO which has stronger presence on the ground in the north will focus on improving learning capacities of youth in the northern states.
2. UNFPA interventions will focus on empowering women, increase their self-worth and self-awareness and as such create a basis for employability. In the south, the training will also include a specific focus skills training of midwives: Maternal mortality in the south is among the highest in the world (2036 per 100,000). One measure to reduce MMR is professional training of Midwives, and hence, activities will also indirectly address this pertinent issue.
3. Southern Sudan suffers from having very limited infrastructure. It is therefore proposed that labor-intensive infrastructure projects will be undertaken only in southern Sudan, while building skills of beneficiaries and providing income to disadvantaged groups.

**Participatory approach:** The joint programme seeks to adopt a participatory approach including all relevant stakeholders to achieve both sustainable policy making across different sectors and a high impact on the ground. The policies development will be drawn through enlarged social dialogue and consultation involving public and

private sector (public-private dialogue) and civil society organizations. Agencies will ensure proper interaction among the relevant stakeholders including government, private sector organizations, enterprises, youth organizations, workers unions NGOs, CBOs/CSOs and traditional chiefs/opinion leaders at community level in order to create strong partnerships and collaboration for prioritising and drafting policies that are needed and allow immediate implementation and concrete results in terms of youth employment creation. In this context the JP will build on the existing coordination mechanisms both at national and states level including the RCO -field offices, the UN States teams and the UNDAF technical working groups based in Khartoum and Juba.

**Building on National Priorities and Strategies:** The joint programme will contribute directly to the Ministry of Youth, Culture and Sports Strategy for Training Five Million Youth. The Ministry has signed a Memorandum of Understanding with Sudan University stating that the University will support the development of a strategy and defining baselines that will define job demand, training priorities. It is envisaged that the specific states in the north of the joint programme will be the first states where the training strategy will be implemented with Sudan University playing a key role in providing relevant data that will define training priorities.

**Sustainability and complementarities with ongoing programmes:** The joint programme will build on a number of existing initiatives. Agencies have experience in the respective areas of intervention. As such, UNICEF has piloted the Accelerated Learning Programmes for youth 5 states<sup>9</sup>, and will build on these experiences, while seeking to improve the approach (see lessons learned below). It is envisaged that UNICEF in collaboration with the Federal and state Ministries of Education and other partners, will expand the activities at state level, after the two-year period of this joint programme continuing to build institutional management capacity while increasingly mobilizing communities and other stakeholders on the importance of education for youth, especially females, with a focus on strengthening their employability.

The joint programme will also build on experiences from the joint programme Integrated Community Recovery and Development (ICRD) programme being piloted in Southern Kordofan in 2008 by four UN agencies – UNICEF, WHO, UNDP and FAO. This programme includes community based initiatives supported by different agencies, and has established coordination mechanisms for reporting at state level that can be utilized in the present joint programme.

In the south UN agencies have been supporting livelihoods recovery initiatives. This includes support to the recovery of the vocational training sector in few states (Upper Nile, Central Equatoria and Western Bahr el Ghazal). UNDP is currently implanting a rapid impact emergency programme in all the ten states with the aim of providing immediate peace dividends in the areas of intervention. Besides the GoSS has recently launched a private sector development programme through the MDTF with the aim to create a conducive environment for micro, small and medium size enterprises.

In 2007-08 the ILO has been supporting the Ministry of Labour in both north and south in the revision of the vocational training policy (in the South the revision of Labour law on the basis of Labour Code 1997 is also ongoing). These and other inputs provided to the ministry were conducted in a participatory way with the objective of enhancing capacities of the counterparts. The ILO will continue working in partnership with the ministry to achieve results and, at the same time, providing capacity building.

This JP will complement these initiatives by focussing specifically on migrant youth and creating concrete job opportunities. The rationale behind the joint programme is for each agency to build on existing experiences while operating under one common framework. The joint work plan and monitoring tool will improve the accuracy of measuring the impact of the different layers of interventions.

### 3.3 Lessons Learned

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<sup>9</sup> Khartoum, South Kordofan, Blue Nile, Red Sea, and Gedarf

*Participation and integration of multi-level interventions.* The lack of linkages between different layers of authority in many projects has limited the impact and sustainability of interventions. The programme will provide an approach for contributing to the reintegration of young returnees, IDPs and ex-combatants in areas of high return integrating four different levels: 1) National (GoNU) and 2) sub-national (GoSS): both to mainstream employment creation issues into the overall development frameworks; 3) States: to support the development of action plans implementation of strategies and ad hoc measures in state ministries; 4) Community level: to ensure local ownership and engagement of local stakeholders in promoting and providing access to training and employment opportunities to the youth.

*Micro-finance initiatives.* The Government of National Unity (GoNU) and the Government of Southern Sudan (GoSS) have both endorsed microfinance as a central component of their poverty reduction strategies as outlined in the CPA. In 2006, the Central Bank of Sudan (CBOS) formulated a National Vision for the microfinance sector in Sudan and established its Microfinance Unit to lead the development of the sector in Sudan. In 2007 this Unit with the support of UNDP, World Bank and IFAD hosted the First National Consultative Forum on Microfinance in Sudan, where the need for establishing a microfinance industry in Sudan was emphasized together with the importance of business skills capacity building and promoting self-managed savings groups, especially in the vast rural areas not yet covered by any kind of financial services. Following the recommendations of the forum, UNDP will promote the forming of savings and credit associations by youth alongside with the distribution of start-up micro grants via a business idea competition for young entrepreneurs. The supervision of CBOS will ensure that the program will become part of the national microfinance framework and implementation plan. In implementing the program, UNDP will draw from the experience of other successful microfinance pilots of CBOS, piloted with IFAD, state-owned banks, NGOs and donor-funded projects. On the other hand, the program will act as a pilot on mainstreaming the needs and potential of the target group migrant youth into the national poverty reduction policies of CBOS.

*Developing learning capacity.* In 2006 Federal Ministry of General Education (FMOGE) in collaboration with UNICEF and Save the Children UK initiated a pilot Accelerated Learning Programme (ALP) in 5 states of Khartoum, South Kordofan, Blue Nile, Red Sea, and Gedarif. However, the programme was based on a simple approach of compressing the 8-year curriculum into 4 years without any actual assessment of what out-of-school youth would like to learn. As such the programme suffered from a clear implementation strategy and operational details. Based on these lessons learned, the learning component of the joint programme will be developed in a participatory manner with youth. The Council for Non-Formal Education and Adult Literacy will be engaged from the outset while their capacity to plan, manage and implement this initiative will be built in to programming.

#### *Impact of rainy seasons on programme delivery*

All UN agencies and international partners have learnt over the past years that programme delivery during the rainy season is slowed down and sometimes come to a standstill due to lack of accessibility in most areas of the country. As such, this programme intends to focus on policy development and consultations during the rainy season while public works and area based projects delivery will take place during the dry season to the extent possible.

### **3.4 The Proposed Joint Programme**

The implementation of the JP at the national and state level seeks to enhance impact by bringing together each UN organization's comparative advantages within a single strategy. The appointment of national focal points will ensure that the programme activities are implemented in line with a nationally owned strategy. While maintaining their distinct focus and agenda, a coordinated youth employment action plan will be developed immediately after the launching of the JP integrating multi-level and multi-sectoral support: policy development, institutional capacity building and direct assistance to youth.

*1. Policy development and national coherence:* At the national and sub-national level, the joint programme has a two-fold objective: Relevant line ministries and the CBOS/BOSS will be strengthened within their mandate areas in relation to youth employment policies (CBOS/BOSS), strategies (FMoI), and guidelines and plans (FMoE, MoE). At the same time, an inter-ministerial approach will be adopted to ensure that individual strategies and action plans are coordinated and feed into one overall goal. A joint stakeholder forum will be convened in both north and south, where relevant line ministries will present key policy areas, strategies and priorities for the coming year which will be reflected in an inter-ministerial action plan. The Ministry of Culture Youth and Sports Strategy for Training Five Million Youth will be the main reference into which other activities will contribute. The policy formulation process will also be alimented by new baselines provided for each state through the survey undertaken by UNDP.

*2. Improving knowledge base and institutional strengthening:* While strengthening the capacities of the key ministries in Khartoum and Juba, institutional linkages between GONU, GOSS and state-level authorities will be initiated through participatory planning involving state level and national actors. The development of specific state level action plans will be link to the inter-ministerial stakeholders' forum and establish the same arrangement at the state level focal points.

Complementarily, new capacities will be created for both planning authorities (e.g. labour offices at the state level) and organizations of different productive sectors that serve as link for the youth to enter the job market (chambers of commerce, vocational training centres, etc). In particular, specific training to raise the competencies and skills of stakeholders providing youth employment, particularly migrant youth, will be provided (ILO). Also, entrepreneurship and cooperatives development training (UNIDO, ILO), training on key labour-based infrastructure reconstruction (UNOPS) will complement this effort. Training components on HIV/AIDS (UNAIDS) will be developed building on already existing modules to be included in vocational trainings, in cooperation with ILO and UNIDO. The programme will also ensure that awareness campaigns are developed customized for each migrant group and related to the institutions offering training opportunities (UNIDO, UNFPA, UNV, UNESCO, and IOM). These training programmes will directly contribute to the objectives of MoCYS' "training strategy for five million youths".

The need of alternative learning opportunities for the youth will be addressed through UNICEF's<sup>10</sup> accelerated learning programmes and UNESCO's programme on functional literacy. ALP will be a complementary initiative to formal education, equipping un-reached youth or those who have dropped out of school, affected by conflict, or with special needs with the necessary literacy, numeracy and life skills to lay the foundation for economic and livelihood skills development and employment to be supported by UNIDO, ILO and other partners. As part of the Joint Programme, the ALP component will focus primarily on 10,000 young people in South Kordofan and Blue Nile in northern states. The programme will include the development of an ALP strategic plan for the education sector, development of a life-skills based accelerated curriculum and instructional materials, and the training of teachers. The programme will provide long-term learning opportunities (1 to 3 years) young people who have either dropped out of education system or have never been to school. In collaboration with Ministry of Education and other partners, the programme will equip learning centers and provide educational materials for literacy, numeracy and life skills. At State level, the programme will contribute to building institutional capacity for quality data collection and management; at community level, it will mobilize communities and other stakeholders on the importance of education for youth, especially girls. UNICEF will collaborate with the UNV programme and universities to promote volunteerism among the students so that they can support the ALP programme through long-term voluntary teaching assignments.

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<sup>10</sup> The focus of interventions under the Southern Sudan UNICEF are differs from those of the North UNICEF as in Southern Sudan the main objective is reintegration of former child soldiers. The UNICEF Child Protection, as part of the UN Integrated DDR Unit has responsibility for the reintegration of these former child soldiers. In the Northern Area of Sudan there is not yet a full scale reintegration programme of child soldiers in place as the second phase, the demobilization of children associated with armed forces has not yet started. The education section of UNICEF in the north is striving to make other vulnerable children and youth, including returnees and displaced benefit from the intervention under this grant.

IOM will conduct tracking activities to identify youth returnees and former combatants in 200 villages in Warrab, South Kordofan and Western Equatoria. This tracking exercise will serve as entry point for assistance by other UN agencies that do not have access to remote and underserved areas and villages with high presence of returnees. Information will be collected on education status, vocational training activities, and main income generating activities, as well as household structure, available livelihoods and infrastructure. This data and information will also serve as preliminary assessment for successive socio-economic and labor market analyses to be undertaken by UNDP. IOM will monitor the status of employment and income of the target groups in the relevant villages through monitoring visits and the establishment of an employment database. The data will feed into the MoCYS data base. Furthermore, IOM will rehabilitate/build vocational training centers (rehabilitate in South Kordofan and build in Warrab). The idea underneath is that IOM would build the physical infrastructure only. The "soft infrastructure", i.e. the development of curricula, trainings etc., will be undertaken by UNIDO, ILO and FAO. IOM would also complement other agencies' work when it comes to providing tools and equipment to start a new business. Whereas FAO distributes tools for farm activities, and UNDP cash for business development, IOM would fill the gap in the off-farm sector as it will provide basic equipment and inputs required for the selected manufacturing training in cooperation with UNIDO.

UNIDO will support vocational training of existing young entrepreneurs in those localities where there are no facilities, such as workshop, to fully develop the economic potential. It will play a role in especially off-farm activities (e.g. training in manufacturing sector such as welding, plumbing, etc.). Complementarily, other agencies will develop their own specific curriculum (FAO for farm activities, ILO for business management, etc.) and will rely on the facilities provided by the IOM.

UNIDO's interventions will be directed at first identifying the existing entrepreneurs and then upgrading their skills with vocational and management training (also in collaboration with FAO, UNICEF, ILO) and assist them to improve their business with the assets they already possess. IOMs tracking data will be utilized in identifying target areas.

*3. Creating employment opportunities:* Once the youth employment support infrastructure (knowledge and institutional strengthening) has been laid down, area-based interventions will be directed at linking the youth with concrete employment opportunities for migrant youth: skills development through adult literacy, vocation-based (in both agriculture and industry) and management training programmes will be provided by FAO, UNIDO, ILO, UNICEF and UNESCO.

Concrete employment opportunities, including self employment will be stimulated through labour intensive reconstruction and rehabilitation works (UNOPS), business idea competition and microfinance savings groups (UNDP), cooperatives creation (ILO), enterprise-based apprenticeship and business coaching (UNIDO) and outreach activities to facilitate linkages between qualified youth and existing employment opportunities in the private and public sectors.

All training and job-creation activities will be undertaken in accordance with an overall state specific plan to ensure a coherent approach. The plan will be developed through consultation and assessments at state level upon approval of this document. The underlying criteria for the trainings will be that it leads to increased employment opportunities or self-employability.

FAO will support the training of rural youth in agricultural skills (crop production, horticulture, basic agricultural mechanization, tools maintenance, soil protection, integrated pest management, agro-ecosystem analysis, animal husbandry fruit production, and agro-forestry) as well as food processing, storage and marketing. This will be done through development of training materials and a comprehensive training programme Junior Farmer Field and Life School (JFFLS), which includes daily training for a 9-12 months period. At the same time the programme will assist youth in developing life skills including group formation, conflict resolution and protection. The length of the training programme is based on experiences with previous trainings with the most vulnerable youth, which showed that training courses over a longer period provides a stabilizing element and builds up the needed learning capacity. FAO will equip youth with start up kits after end training. It will also provide backstopping to graduates as they

engage in their selected activity and support formation of young farmers groups and associations. The start up package which the youth will be provided with upon completion of the course has also proved essential in previous experiences, in order to build on the momentum and high motivation gained through the training. Whereas FAO provides tools for farm activities, and UNDP cash for business development, UNIDO will provide inputs required for the selected manufacturing training in cooperation. 480 youth will be targeted in Blue Nile, Warrap, Western Equatoria and Eastern Equatoria, through the establishment of eight schools with 30 students in each. 500 youth and 30 key staff of ministries and state offices will targeted by UNIDO in South Kordofan and Warrap. Efforts will be made to select participants carefully according to their existing skills and interests, which would lead to different groups of beneficiaries. The trainers will follow up with the students one year after graduation and the provision of the start up package to monitor the status and impact of the course.

### **3.5 Challenges to the Joint programme design and implementation**

#### **Sudan's Special Operating Environment and the implications on budgeting**

The joint programme is subject to a number of constraints resulting from the special operations environment in Sudan which tend to drive up the overhead costs of projects. The security situation in Sudan requires the UN and its partners to invest a substantial amount of funding in security standard compliance with regard to field operations, office, accommodation and transport. For the same reason, staff costs in such environments are comparatively high, thus increasing the cost of support staff compared to the outputs which can be achieved. This applies similarly when subcontracting works or services to contractors or local partners, and oftentimes contingencies are charged to cover unexpected charges or losses, for example in case of abortion of works due to insecurity.

Furthermore, the unstable market situation in Sudan and especially South Sudan and its dependency on neighboring countries for supply of commodities, materials, services and goods makes Sudan highly susceptible to significant price fluctuations as a result of regional political and economic instabilities. The UN's rules and regulations coupled with the often unreliable operations and logistics services within the country tend to prolong operations procedures beyond the regular turnaround times. Similarly, limited capacity of government counterparts poses a substantial restraint. Inevitably, lead and implementation times are extensive and as such, the achievement of project outputs is delayed while high overhead costs have to be maintained throughout the project period. Climate and weather also heavily impact on the UN and partners' ability to deliver their work reliably during the rainy season. The poor infrastructure and transportation network tend to impede accessibility of beneficiaries and project sites during the rainy season, stalling progress of activities and increasing the dependency of agencies on costly air transport.

All above mentioned factors contribute to inexorably high operating cost for the UN and its partners across all sectors. While the UN agencies in the joint programme will attempt to save overhead costs by sharing assets and other resources, the budget is nevertheless a reflection of the risks and limitations of the environment in which the programme will be implemented.

#### **Lack of data**

Due to the long civil war, Sudan has not managed to collect and manage data for the entire country. The available data is often applicable to selected areas. Pending the publication of the census conducted in April 2008, the only available recent data source is the Sudan Household Health Survey conducted in 2006. While this survey contains important sets of data for policy making, it remains insufficient to help set credible baselines for programmes in Sudan. This joint programme has suffered from sufficient levels of data and has mostly based its planning and assumptions on estimates. It is expected by the publication of the census data will build the foundations for establishing baselines and targets.

#### 4. Results Framework

The core objective of the joint programme is to develop capacity for youth employment creation with particular reference to migrant groups. The proposed programme will adopt a three-pronged approach as outlined in the following three joint programme Outcomes:

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

An inter-ministerial stakeholder forum under the coordination of the Federal MoCYS will be established to outline key policy and programmatic measures and priorities for youth employment creation in different ministries. Policy recommendation will be made to mainstream youth employment into the work of each concerned ministry.

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

The institutional capacities of and linkages between GONU, GOSS and state authorities will be strengthened. Action plans will be developed at state level outlining the specific priorities for state level ministries and plan detailed plan for strengthening training providers and institutions will be part of this.

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

The creation of new employment opportunities will be realized by forming a new generation of literate, skilled and more empowered youth. Employment, including self-employment, will be induced in the construction of public infrastructure as well as in agriculture, manufacturing and service sectors through cooperative creation, business idea competitions, microfinance savings groups and enterprise-based apprenticeship programmes.

#### **Agencies comparative advantage in implementing the joint programme**

**UNESCO** will draw on its international experience and expertise in 35 countries, mainly Africa including Sudan, in initiating Literacy Initiative for Empowerment. This external knowledge base will be drawn upon when designing action plans and training components.

**FAO:** Experiences in applying the approach to demobilized child soldiers in Southern Kordofan in 2007, extensive methodological experience with the approach in other countries of Southern and Eastern Africa, technical competencies in agricultural production.

**IOM:** IOM Sudan has developed an integrated approach based on the inter-linkage of tracking activities (to find the spontaneous returnees), monitoring (to assess the conditions of the returnees), and reintegration (to assist those returnees who are in greatest need).

**UNIDO:** The basis for UNIDO operations in Sudan is its Integrated Programme entitled “An Industrial Agenda for Poverty Relief and Transition to Sustainable Development”. The programme encompasses social stability, sustainable agro-business, rural energy and environment and industrial governance. The YED - Youth Entrepreneurship Development (ongoing in Khartoum, Malakal and Wau) is a key component of such multi-track strategy and consists of the provision of technical assistance for youth entrepreneurship development and sustainable, demand-driven enterprise-based vocational training. Such experience represents UNIDO’s knowledge assets when dealing with the requirements for employment creation as envisaged in the JP.

**UNV** comparative advantage is its specialized knowledge on mobilization of Volunteers. The UNV programme will work in cooperation with the NNGO Directorate of HAC in enhancing young graduates’ employment opportunities through volunteerism and integrate activities with UNICEF.

**UNOPS** being the first agency to have carried out a large-scale labor intensive community infrastructure program in South Sudan, it is in the unique position to bring valuable experience and know-how to the design and implementation of the joint programme. UNOPS has in the past successfully worked with ILO, UNDP and other agencies on the implementation of labor-intensive infrastructure projects which aim at building skills of beneficiaries while also providing income to disadvantaged groups. These proven methods of collaboration with other agencies coupled with UNOPS’ specialized experience in labor-intensive works projects will be beneficial to the successful implementation of the joint programme.

**UNDP** comparative advantage is derived from its strong global experience in the sector of microfinance and small business development capacity building. At Sudan level UNDP has long standing experience with rural microfinance scale up programming in five selected areas across Sudan as part of the Area Development Scheme (ADS). Moreover UNDP works in close collaboration with the newly established microfinance unit of the central bank of Sudan, Banks of south Sudan and MORDC. UNDP is in parallel running another project to support the microfinance in Sudan which specifically targets the improvement of the current Micro Finance policies including strengthening of the microfinance providers' network. UNDP also has a strong field presence which will support the implementation of the joint programme.

**UNICEF's** Education programme has been supporting the Federal and State Ministries of Education to increased access to quality basic education for children and young people in and out of school. UNICEF has established strong relationship with the relevant government ministries over the years and enjoys a leadership role in taking innovative education projects in the country. The 2008 Government/UNICEF Country Programme Action Plan aims to supporting the Ministries of Education to develop and implement accelerated programmes to reach 50,000 young people out of school. UNICEF field offices have strong presence in both programme states with full-time resident programme officer stationed there.

**ILO's** Youth Employment programme based at ILO HQs in Geneva will assure continuous backstopping of ILO activities in Sudan for creating job opportunities for the youth. Moreover, the ILO recent experience and knowledge of the key actors in Southern Sudan accumulated while dealing with Labour offices, labour law and VT policies' revision, will facilitate the YE policy development and the creation of jobs using tools like cooperatives development and training of meso-level partners focussing on YE.

**UNAIDS** secretariat key role and comparative advantage is in the area of technical support to and coordination of HIV response among UN agencies. UNAIDS focus is in the non-health sector response, of which Youths is a priority. Since the component of HIV in the JP involves a number of agencies and the integration of HIV component in the activities of those agencies to reduce Youths vulnerabilities, UNAIDS will ensure that these efforts are well coordinated and streamlined to deliver the planned outputs. With the convening role that UNAIDS secretariat play, it will ensure that discussion between the concerned agencies continue to feed into the implementation process throughout the project

**UNFPA** is the lead agency in supporting reproductive health and rights, including training of midwives and conducting behaviour change campaigns in Sudan. In addition, gender and youth empowerment constitute a major focus area for UNFPA. UNFPA has been working with partners in government, NGOs and civil societies in promoting reproductive health situations in Sudan.

Sudan UNDAF Outcome 3: 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										
UNDAF Sub-Outcome: 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										
Joint Programme Outcome 1: Employment creation for migrant youth is mainstreamed into national development frameworks										
Indicator and target: National development frameworks contain youth employment as priority area by 2010										
Baseline: youth employment is insufficiently addressed by existing policies										
Assumptions: Collaboration between national and sub national governments improves for joint policy making										
Joint action plan for youth employment activities in place for line ministries in North and South Sudan by the end of the first year of implementation	SMART Outputs and responsible UN Organization	Reference to Agency priority or Country Programme	Implementing Partner	Indicative activities for each output	Budget in USD (by output) For N and S					
					N Y1	S Y1	N Y2	S Y2	Total	
Indicator: : stakeholder forum conducted with inputs from all relevant line ministries  Baseline: No unified action plan for youth employment in place for line ministries in North and South Sudan	1.1. Ministries of Culture, Youth and Sports and Ministries of Labor, Public Services, Human Resource Development effectively coordinates youth employment initiatives and develops integrated multi-sectoral policies in partnership with relevant line ministries (UNIDO)	UNIDO Integrated program for Sudan, Component 2 Social Stabilization	UNIDO (MoCYS/North) (MoLPSHRD)	1.1.1. Conduct stakeholder forum with all relevant line federal and state ministries, CBOS, private sector and youth organizations to agree on outline for national action plan for promotion of youth employment (UNIDO)  1.1.2. Support the Government through the FMoCYS in the formulation of the national action plan for promotion of youth employment (UNIDO)	50,000					50,000
	1.2. Federal and GoSS Ministry of Labor, Public Services, Human Resource Development has improved coordination of youth employment initiatives and dialogue between national and sub-national government, employers and workers organizations established (ILO)	ILO 2009-10 plan for Sudan	ILO (MoLPSHRD MoCYS, MOI, MEMI)	1.2.1. Conduct stakeholder forum with all relevant line federal and state ministries, BOSS, private sector and youth organizations to agree on outline for national action plan for promotion of youth employment (ILO)  1.2.2. Establish dialogue between Government, Workers' and Employers' organizations in accordance with outcome of inter-ministerial forum in north and south and support Ministry of Labor, employers and civil society in drafting policy on YE (ILO)	10,000	40,000				50,000
	1.3. Ministry of Industry in Khartoum and Ministry of Energy, Industry and Mining in Juba have strategy for training providers in place in Southern Kordofan and Warrap (UNIDO)	UNIDO Integrated program for Sudan, Component 2 Social Stabilization	UNIDO Integrated program for Sudan	1.3.1. Assess capacities of vocational training providers and conduct training needs assessment (TNA)  1.3.2. Provide technical support to develop and draft capacity building strategy in line with outcome of inter-ministerial forum	20,000	20,000	5,000	5,000		50,000

	1.4. Central Bank of Sudan and Bank of Southern Sudan adopt micro-finance policies conducive to youth employment (UNDP)	UNDP country program 2009-12 1.3 Policy and regulatory reforms for micro, small and medium scale enterprises strengthened and social and economic opportunities for poor and vulnerable groups broadened	UNDP (CBOS, BOSS, MoRDC)	1.4.1. Develop policy and technical guidelines to mainstream financial support to youth with CBOS and BOSS (UNDP)	20,000	20,000	5,000	5,000	50,000
	1.5. Integrated youth and adolescence national plans including guidelines on vocational training developed conducive to youth employability (UNICEF)	UNICEF country program 2009-12 Programme Component/UNICEF MTSP Focus Area 3 Basic Education and Gender Equality	UNICEF North (FMoGE, NCLAE, UNICEF South (MoEST, MoCYS, SSDDRC, MGSWRA)	1.5.1. Build institutional capacity for planning, quality data collection and management for access to reliable data on young adolescent (UNICEF) 1.5.2.Support the development of national sub-sector plans on youth education/ALP (UNICEF) 1.4.3. South: Support the development of vocational training guidelines and policies with special attention to demobilized child-soldiers (UNICEF)	45,000	15,000	20,000		80,000
<b>Totals</b>					145,000	95,000	30,000	10,000	<b>280,000</b>

Sudan UNDAF Outcome 3: 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									
UNDAF Sub-Outcome: 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									
Joint Programme Outcome 2: Policies and measures are implemented at state level to help young returnees enter and remain in the labor market									
Indicator and target: Each of the targeted states has youth employment policies in place by 2010 Baseline: None of the states has policy on youth employment									
JP Output 2  On the basis of state socio-economic analyses and training of states' institutions, 6 State level action plans for line ministries in place by the end of the JP.  Indicator and target: Each of the targeted states has youth action plan in place trained institutions, and socio-economic assessments by 2010  Baseline: None of the states has action plan on youth employment	SMART Outputs and responsible UN Organization	Reference to Agency priority or Country Programme	Implementing Partner	Indicative activities for each output	Budget in USD (by output) For N and S				
					N Y1	S Y1	N Y2	S Y2	Total
	2.1. State level action plans for the employment of young returnees developed in the six states in line with outcomes of youth employment stake holder forum (ILO)	ILO 2009-10 plan for Sudan	ILO (State Ministries of Finance and Manpower)	2.1.1. Organize of state level stakeholder meetings (line ministries, workers organizations)  2.1.2. Support drafting of coherent inter-ministerial state specific action plans through participatory approaches for all targeted states	45,000	45,000			90,000
	2.2. State plan on functional literacy developed for Blue Nile and Southern Kordofan, with a special focus of females (UNESCO)	UNESCO Biennial Program C5 on education with outcome: Policy and appropriate plan of action at the state level developed.	UNESCO (NCLAE including state level offices)	2.2.1. Support preparation and implementation of detailed action plan on functional literacy at state level and link to overall state action plan (see 2.1.)	40,000		10,000		50,000
	2.3 Analysis undertaken on strategic economic sectors, labor force supply and demand and opportunities for youth self employment in the six states (UNDP)	UNDP country program 2009-12 1.3 Policy and regulatory reforms for micro, small and medium scale enterprises strengthened and social and economic opportunities for poor and vulnerable groups broadened	UNDP (CBOS; BOSS, MoTCS, MoRDC)	2.3.1 Conduct supply-demand analysis (report) of labor market and identify major livelihood constraints, priorities, options/potentials for migrant youth.	70,000	65,000			135,000

	2.4 At least 3 Meso-level-delivery institutions per state have enhanced capacities to implement youth development policies and services (ILO)	ILO 2009-10 plan for Sudan	ILO (State Ministries of labor, Unions and Employers org)	2.4.1. Conduct training programme for Employers' and Workers' organizations and relevant public bodies (e.g. state labor offices, ministries, MFIs, trade Unions, business development service organizations) for assisting unemployed and vulnerable youth	70,000	70,000	70,000	70,000	280,000
	2.5 Curricula for short term vocational/technical skills training and entrepreneurship development prepared and public and private training institutions have enhanced management capacity in Southern Kordofan and Warrap (UNIDO)	UNIDO Integrated program for Sudan, Component 2 Social Stabilization	UNIDO (State Ministries of Industry private sector)	2.5.1 Develop curricula and training material with SMoI 2.5.2 Strengthen the organizational and management capacity of public and private training providers through trainings	75,000	75,000	100,000	100,000	350,000
	2.6 Policy for applying the labor-intensive reconstruction approach to develop on-the-job construction skills formulated and implemented in three states in the south (ILO)	ILO 2009-10 plan for Sudan	ILO (States MPI)	2.6.1 Develop strategy for an employment-friendly reconstruction sector which uses labor intensive techniques at state level (ILO) 2.6.2 Provide community contracting scheme and on-the-job training and linkages with local infrastructure authority for mainstreaming labor-based approach. (ILO)		50,000			50,000
	2.7 Youths vulnerability towards HIV is reduced through increased accessibility and acquisition of information, knowledge and life skills on HIV and AIDS (UNAIDS)	UNAIDS Priorities set by the joint UN team on AIDS (JUNTA) Scaled up and more effective HIV/AIDS prevention coverage among Most at Risk population groups	UNAIDS UNESCO (SNAP, SSAC)	2.7.1 Conduct assessment of training needs of target population, and prepare action plan for integration of HIV package with UNIDO including line state ministries (UNAIDS)  2.7.2. Develop HIV module and incorporate into curricula and training materials designing and development process, lead by UNIDO and UNICEF (UNAIDS)	50,000	50,000	35,000	35,000	170,000
<b>Totals</b>					350,000	355,000	215,000	205,000	<b>1,125,000</b>

Sudan UNDAF Outcome 3: 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											
UNDAF Sub-Outcome: Individuals and communities especially youth and vulnerable groups (particularly ex-combatants, mine victims, WAAFG, CAAF) have access to improved income generation opportunities and employment through decent work											
Joint Programme Outcome 3: Innovative interventions to create concrete employment and training opportunities for the youth developed and implemented in 6 states (States level)											
Indicator: Employment rate among targeted population increase											
Baseline: no reliable data available but employment rate estimated very low among returnees											
Risk: Disagreement over CPA implementation may hamper state level policy making processes											
Assumption: Security condition allowing greater accessibility at state level											
	SMART Outputs and responsible UN Organization	Reference to Agency priority or Country Programme	Implementing Partner	Indicative activities for each output	Budget in USD (by output) For N and S						
					N	Y1	S	Y1	N Y2	S Y2	Total
At least 5,000 young Sudanese have direct access to jobs and skills training opportunities by 2010	3.1 ALP and vocational training opportunities available for adolescents with a special focus on girls and ex-child soldiers in the south (UNICEF)	UNICEF country program 2009-12 Programme Component/UNICEF MTSP Focus Area 4 Child Protection	FMOGE, SMOE, MOEST	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)  3.1.2 Support the rehabilitation of ALP centers for young people. (UNICEF)	300,000		200,000		110,000	150,000	760,000
Indicator: Employment rate among targeted population increase											
Baseline: No reliable data available but employment rate estimated very low among returnees	3.2 Employability of youth improved through adoption of short and medium term literacy skills with a special focus on females (UNESCO)	UNESCO Biennium 2009-2010 with expected result: Within the framework of the UNLD, national capacities strengthened to plan and implement quality literacy programmes, particularly through LIFE	MoET, MoYCS	3.2.1 Organize awareness campaigns through local media to encourage youth participation in literacy trainings as part of the state action plan (UNESCO)  3.2.2 Design training module and conduct functional ToT and literacy trainings for youth with a special focus on females	210,000				100,000		310,000
Risk: Disagreement over CPA implementation may hamper state level policy making processes											
Assumption: Security condition allowing greater accessibility at state level	3.3 Women empowered to increase employability and benefit from employment opportunities (UNFPA)	UNFPA Country Programme Document 2009-2012 <u>Output 3</u> : Promotion of young people's participation and empowerment in development	FMoH	3.3.1 Design and conduct reproductive health and family planning training programme including behavioral change and communication campaign  3.3.2. Design and conduct training programme of mid-wives in the south (UNFPA)	70,000		45,000		70,000	45,000	230,000

3.4 Employability and empowerment of youth is enhanced, through volunteering assignments	UNDAF 2009-12 (UNV)	NNGOs Directorate, HAC Ministry of Humanitarian Affairs	3.4.1 Organize volunteering assignment schemes for young graduates in Southern Kordofan through agreement with HAC and the University of Kadugli  3.4.2. Young people from Kadugli University and the community at large supported to undertake volunteering assignments in mobile teaching booths and social care services (integrated with UNICEF activities).	45,000		45,000		90,000
3.5 Vocational and technical skills training and entrepreneurship development courses offered for youth (UNIDO)	UNIDO Integrated program for Sudan, Component 2 Social Stabilization	State Ministry of Industry, MoCYS	3.5.1 Conduct management and vocational training including ToT in selected sub-sectors as identified by markets assessment  3.5.2 Support public and private training providers in conducting new training courses and link them with local industries, through apprenticeships, internships and job placement  3.5.3 Provide business coaching/Enterprise-based apprenticeship program with special attention to women	90,000	90,000	250,000	250,000	680,000
3.6. Local capacity of running trainings for micro and small enterprises and developing cooperatives/associations enhanced at state level. (ILO)	ILO 2009-10 plan for Sudan	ILO (MoRDC Local Government Youth Centers)	3.6.1 Provide 6 Training of Trainers (ToT) on “Start and Improve Your Business” (SIYB) and 30 Training of Entrepreneurs (ToE) programmes	100,000	100,000	40,000	40,000	280,000
			3.6.2. Provide institutional and management training to at least 20 cooperatives identified and/or created with programme partner agencies	120,000	120,000	80,000	80,000	400,000
3.7. Microfinance capacity building and micro-business start-up supporting mechanisms are established for boosting youth self-employment (UNDP)	UNDP country program 2009-12 1.3 Policy and regulatory reforms for micro, small and medium scale enterprises strengthened and social and economic opportunities for poor and vulnerable groups broadened	CBOS, BOSS, MoCRD, state-ministries	3.7.1. Form and train autonomous savings and credit associations  3.7.2. Launch Business Idea Competition providing business skills training and start-up capital for youth	250,000	250,000	120,000	120,000	740,000

3.8. Youth benefit from income and skills building opportunities through labor-intensive infrastructure projects (UNOPS)	UNOPS developing projects	UNOPS (States MPI)	3.8.1. Implement labor-intensive infrastructure project (feeder roads, culverts, market areas etc.) by providing technical assistance, design, support and construction supervision  3.8.2. Provide on-the-job and maintenance training for laborers and local engineers  3.8.3 Support MPI in the use of labor intensive approaches for infrastructure rehabilitation and construction in the three Southern states		800,000				800,000
3.9. Young returnees have improved access to training facilities and ability to engage in sustainable productive employment in areas of returns (Warrab State, Southern Kordofan, and Western Equatoria) (IOM)	IOM partnership agreement with Government  IOM Tracking, Monitoring and Community Stabilization and Reintegration Programs	IOM (MoCYS, MoSD)	3.9.1 Conduct tracking activities to identify returnees and former combatants including youth in 200 villages in Warrab, South Kordofan and Western Equatoria  3.9.2 Conduct regular monitoring visits to youth returnees identified to assess the status of livelihoods and employment (as well as access to various services) in Warrab, South Kordofan and Western Equatoria  3.9.3 Construction of 2 vocational training centers (1 in Warrab and 1 in Southern Kordofan) (collaboration with UNIDO, UNDP and UNICEF on the running of training programmes)	200,00	200,000	162,500	162,500	725,000	
3.10. 480 (30 students times 8 schools) rural youth (particularly returnees and juvenile demobilized soldiers) have acquired improved life skills and capacities for agricultural production, livestock husbandry, food marketing and other food-, agriculture and environment related sustainable rural income generating activities in BN, WA, SEQ and EEQ states (FAO)	FAO regular programme and developing projects	MoAF, MoA, CBOs, UNICEF	3.10.1 Review lessons learned and training materials from pilot Junior Farmer Field and Life School (JFFLS) and produce appropriate training and resource materials 3.10.2 Conduct training (TOT) in JFFLS methodology to JFFLS facilitators and team leaders 3.10.3 Run JFFLS over a period of 9-12 months on daily basis 3.11.4 Upon graduation provide JFFLS graduates, with, with basic productive assets for start-up and follow up with graduates after one year	200,000	200,000	185,000	185,000	770,000	
<b>Totals</b>				1,585,000	2,005,000	1,162,500	1,032,500	<b>5,785,000</b>	
<b>Total JP Output 1,2,3</b>								<b>7,190,000</b>	
Field cars, drivers, running costs, travel (see budget break down next page)								942,400	
<b>Total programmable budget</b>								<b>8,132,400</b>	

## Summary Budget Table

	UNDP	ILO	UNICEF	UNIDO	IOM	UNOPS	FAO	UNESCO	UNAIDS	UNFPA	UNV	total
OUT 1	50,000	50,000	80,000	100,000								280,000
OUT 2	135,000	420,000		350,000				50,000	170,000			1,125,000
OUT 3	740,000	680,000	760,000	680,000	725,000	800,000	770,000	310,000		230,000	90,000	5,785,000
JP output 1 +JP output 2 + Jp output 3	925,000	1,150,000	840,000	1,130,000	725,000	800,000	770,000	360,000	170,000	230,000	90,000	7,190,000
cars 8	320,000	0	0	0	0	0	0	0	0	0	0	320,000
8 cars running costs	24,000	24,000	48,000	48,000		24,000	24,000					192,000
drivers 8	230,400											230,400
travel costs	24,000	24,000	24,000	24,000	15,000	25,000	20,000	15,000	10,000	10,000	9,000	200,000
<b>SUB TOTAL (programmable budget)</b>	<b>1,523,400</b>	<b>1,198,000</b>	<b>912,000</b>	<b>1,202,000</b>	<b>740,000</b>	<b>849,000</b>	<b>814,000</b>	<b>375,000</b>	<b>180,000</b>	<b>240,000</b>	<b>99,000</b>	<b>8,132,400</b>
Evaluation and support to NSC (0, 8%)	12,187	9,584	7,296	9,616	5,920	6,792	6,512	3,000	1,440	1,920	792	65,059
Coordination and travel support to FMoCYS (0.2%)	3,046	2,396	1,824	2,404	1,480	1,698	1,628	750	360	480	198	16,264
JP Coordination UNV nationals		25,000		25,000								50,000
<i>JP coordination 20% timer of ILO and UNIDO international staff</i>		65,000		65,000								130,000
<i>JP coordination equipment communication travels</i>		8,745		8,745								17,490
Overall Agency budget	1,538,633	1,308,725	921,120	1,312,765	747,400	857,490	822,140	378,750	181,800	242,400	99,990	8,411,213
Overhead (7%)	107,704	91,611	64,478	91,894	52,318	60,024	57,549	26,512	12,726	16,968	6,999	588,785
<b>TOTAL</b>	<b>1,646,337</b>	<b>1,400,336</b>	<b>985,598</b>	<b>1,404,659</b>	<b>799,718</b>	<b>917,514</b>	<b>879,690</b>	<b>405,263</b>	<b>194,526</b>	<b>259,368</b>	<b>106,989</b>	<b>8,999,998</b>
Agency % of total budget	18.3	15.6	10.9	15.6	8.9	10.2	9.7	4.5	2.2	2.9	1.2	100

Summary Budget Table 2

	UNIDO	ILO	UNDP	UNICEF	IOM	UNOPS	FAO	UNESCO	UNAIDS	UNFPA	UNV	
<b>1.1 Supplies, commodities, equipment and transport</b>	140,000	15,000	388,000	251,120	410,000	126,750	241,500	45,000	10,000	20,000	26,000	
<b>1.2 Personnel (staff, consultants, travel and training)</b>	227,000	420,000	677,200	130,000	280,000	379,000	178,120	104,000	100,000	100,000	32,000	
<b>1.3 Training of counterparts</b>	458,000	810,000	220,000	240,000	0	0	90,000	91,000	35,000	120,000	0	
<b>1.4 Contracts</b>	170,385	30,000	75,000	200,000	50,000	340,000	238,500	135,000	35,000	0	41,000	
<b>1.5 Other Direct Costs</b>	317,380	33,725	178,433	100,000	7,400	11,740	74,020	3,750	1,800	2,400	990	
<b>Total Direct Costs</b>	1,312,765	1,308,725	1,538,633	921,120	747,400	857,490	822,140	378,750	181,800	242,400	99,990	
<b>2.0 UN Agency Indirect Cost (7%)</b>	91,894	91,611	107,704	64,478	52,318	60,024	57,550	26,513	12,726	16,968	6,999	
<b>Grand Total</b>	1,404,659	1,400,336	1,646,337	985,598	799,718	917,514	879,690	405,263	194,526	259,368	106,989	8,999,998

## 5. Management and Coordination Arrangements

The National Steering Committee (NSC) for the joint programme consists of the Resident Coordinator (co-chair), the Ministry of International Cooperation of the Government of National Unity (co-chair) and the Ministry of Regional Cooperation of the Government of Southern Sudan (co-chair) as non-implementing parties, as well as a representative of the Spanish Embassy. The NSC will act as the Steering Committee also for potential future joint programmes under the MDG-F. The Committee is responsible for overall coordination and oversight of the joint programme and for making necessary arrangement for assurance function. Specifically the NSC will have the following functions: a) Reviewing and adopting Terms of Reference and rules of Procedures of the NSC and/or modify them as necessary b) Approving this Joint Programme Document before submission to the Fund Steering Committee; c) approving the strategic direction for the implementation of the Joint Programme within the operational framework authorized by the MDG-F Steering Committee; d) approving the documented arrangements for management and coordination; e) Approving the Annual Work Plans and budgets as well as making necessary adjustments to attain the anticipated outcomes; f) Reviewing the Consolidated Joint Programme Report from the Administrative Agent; g) suggesting corrective action to emerging strategic and implementation problems; h) creating synergies and seeking agreement on similar programmes and projects by other donors; i) approving the communication and public information plans prepared by the PMCs. Decisions of the Steering Committee are made through consensus. The NSC will meet at semi-annually to review accomplishments of the joint programme and planned future activities. Observers may be invited to the NSC meetings by the co-chairs.

Following the *one country two systems* approach, two Joint Programme Management Committees (PMCs) will be established to provide operational coordination and adequately respond to management and reporting requirements related to programme components of both north and south. The two committees will assume responsibility for the operational coordination of the joint programme in the two regions ensuring that the MDG-F funded activities are aligned with the UNDAF approved strategic priorities and will manage programme resources to achieve the outcomes and output defined in the programme. They will provide technical and substantive leadership regarding the activities outlined in the Annual Work Plan and provide technical advice to the NSC.

More specifically, the PMCs will appoint Programme Managers and will ensure that programme baselines and adequate reporting mechanisms are established to enable sound monitoring and evaluation; integrate work plans, budgets, reports and other programme related documents; ensure that budget overlaps or gaps are addressed; address emerging management and implementation problems; identify lessons learned; and provide recommendations on re-allocations and budget revisions or programmatic issues to the RC. The PMC shall also establish an integrated communication and public information plan.

In the north, the PMC will consist of representatives of the following UN and UN affiliated organizations: UNIDO, ILO, UNDP, UNICEF, UNFPA, FAO, UNESCO, UNAIDS, UNV, IOM and the following national counterparts: Federal Ministry of Culture, Youth and Sports with overall coordinating function, moreover Federal Ministry of Industry, Central Bank of Sudan, Federal Ministry of General Education, Federal Ministry of Agriculture and Forestry, Federal Ministry of Education will be called to participate to the PMC.

In the South, the PMC will consist of the above mentioned UN and UN affiliated organizations in addition to UNOPS and the following national counterparts: Ministry of Culture, Youth and Sports, Ministry of Labour Public Services and Human Resource Development having coordinating function and Ministry of Industry and Mining, Ministry of Education, Science and Technology, Ministry of Transport and Roads, Ministry of Cooperatives and Rural Development,, Ministry of Finance and Economic Planning, and the Bank of Southern Sudan. The first meeting of the respective PMCs shall be held no later than 1 month after the approval of the programme document by the MDG-F Secretariat.

The two lead UN Agencies will chair the respective PMCs. The Federal Ministry of Culture, Youth and Sports and Federal Ministry of Labour Public Service and Human Resources Development will act as co-chairs in both PMCs. Experts and civil society organizations may be invited as observers to the PMCs meetings when needed. The PMCs

will meet quarterly or as deemed necessary. The NSC and the two PMCs will organize occasional joint meetings to enhance communication between the oversight and operational coordination functions.

UNIDO and ILO are lead coordinating agencies for the joint programme in the north and south respectively. They will promote an integrated approach to the joint programme internally among participating organizations and partners, as well as between north and south. As lead agencies, UNIDO and ILO will also be responsible for compiling and submitting narrative joint programme progress reports to the NSC on a quarterly basis. In both north and south UNIDO and ILO will work closely together Ministry of Culture, Youth and Sport and Ministry of Labour Public Services and Human Resources Development as the main government focal points for this programme.

Two full time national Assistant Programme Coordinators - APC (UNV) will be hired by the programme based in UNIDO (north) and ILO (south), respectively, within the first three months of the signing of this project document. The APCs will be hired to support UNIDO and ILO to assume their coordinating role and provide support to the PMCs, and will be supervised by the relevant programme manager of the two lead agencies. The APCs will work in close partnership with the respective state ministries and liaise with the RCSO field offices to arrange stakeholder meetings at state level at the outset of the programme and on a quarterly basis. The stakeholder meetings will include relevant actors including other state ministries involved, training centres and unions and associations. The APCs will undertake frequent field trips to the relevant states and closely follow programme developments of all participating organizations. UNIDO/ILO will regularly update the PMCs on programme progress, at least on a quarterly basis (see attached ToR). The assistant programme coordinators will be hired through and funded by the programme (see budget in results frame).

The state ministries having jurisdiction on youth employment, with support from the RCSO Field Offices will facilitate coordination between state level partners in coordination with UNIDO and ILO. 0.2 % (USD) of the overall programmable budget is set aside to cover coordination and travel costs of the Federal and GoSS co-chairs Ministries in this regard.

Each participating organization will designate a programme manager responsible for management of programme resources to achieve relevant outputs defined in the joint programme. The programme manager will coordinate implementation of the relevant programme component directly with the respective national counterpart including providing technical assistance. The programme manager will ensure timely sharing of information on progress on targets with the lead agencies/assistant joint programme coordinators and at least on a quarterly basis.

The Fund will rely on the UN Resident Coordinator to facilitate collaboration between the participating UN Organizations to ensure that the programme is on track and that promised results are being delivered.

All external communication on the joint programme to the press or beneficiaries will be coordinated by the two lead agencies and two Ministries focal point in both north and south as a shared statement and will acknowledge the Sudanese government, the Spanish government and all participating UN organizations. Press releases or other statements/communications for publication will be approved by the two PMCs as well as the NSC.

The main equipments for programme implementation and coordination will be centrally purchased by the Administrative agent. Hence, 8 cars will be purchased 6 of which will be shared by all participating agencies in the six states. The remaining 2 will be based in Juba and Khartoum for overall programme coordination at sub-national level. This arrangement has been agreed to by all participating agencies in order to reduce transaction cost and maximise the resources allocated to programme delivery. The cars will continue to belong to the project, should it be extended. Otherwise, the cars will be handed over to the implementing national counterpart as agreed upon in Steering Committee meeting.

Upon signing of the project document, a detailed inception report outlining activities at state level in accordance with the annual work plan will be developed by the lead agencies/APCs with inputs from state level national

stakeholders, including beneficiaries, government and civil society and in collaboration with the State Ministries of Culture Youth and Sports. The plan will specify how the programme components will be linked to already ongoing programmes on the ground. It will further outline of the specific skills which the different trainings will address in alignment with needs identified at state level and the overall vision of the Federal MoCYS Training Strategy for Five million youths and the inter-ministerial forum. Hence, the trainings will be determined by and tailored to the specific needs of the relevant state while ensuring consistency among the different training components and that actual employment and job creation are direct outcomes of the trainings.

Joint field visit with UN organizations and partners will be arranged at least once to each of the target states to meet relevant stakeholders. Lead agencies with support from RC offices and state Ministries in coordination with the ministries focal point in both north and south will arrange the joint field visits.

## **6. Fund Management Arrangements and cash transfer modalities**

The joint programme will have the Pass Through modality, which has been adopted as the standard mechanism for joint programmes under the MDG-F. UNDP will act as Administrative Agent (AA) in accordance with the policy of 26 June 2007 on “Accountability when UNDP is acting as Administrative Agent in UNDP Multi-Donor Trust Funds and/or UN Joint Programmes”. As per this policy, accountability for UNDP’s Administrative Agent function rests with the Executive Coordinator of the MDTF Office. The MDTF office will transfer funds to the HQs of the participating UN organizations. The relevant UN organisations will use their normal procedures to make funds available at country level in both north and south.

Each participating organization assumes full programmatic and financial responsibility and accountability for the funds disbursed by the UNDP MDTF as the Administrative Agent and can decide on the execution process with its partners and counterparts following the organization’s own regulations and rules.

Each participating UN Organization establishes a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent. Participating UN organizations are requested to provide certified financial reporting according to the budget template. Participating UN organizations are entitled to deduct their indirect costs on contributions received according to their own regulation and rules, taking into account the size and complexity of the programme.

Subsequent instalments will be released in accordance with Annual Work Plans approved by the NSC. The release of funds is subject to meeting a minimum commitment threshold of 70% of the previous fund release to the participating UN Organizations combined commitments (Commitments are defined as legally binding contracts signed, including multi-year commitments which may be disbursed in future years). If the 70% threshold is not met for the programme as a whole, funds will not be released to any organization, regardless of the individual organization’s performance.

On the other hand, the following year’s advance can be requested at any point after the combined disbursement against the current advance has exceeded 70 % and the work plan requirements have been met. If the overall expenditure of the programme reaches 70% before the end of the twelve-month period, the participating UN organizations may upon endorsement by the NSC request the MDTF to release the next instalment ahead of schedule. The RC will make the request to the MDTF Office on NSC’s behalf.

Any fund transfer is subject to submission of an approved Annual Work Plan and Budget to the MDTF Office.

Each UN organization will deduct 7% as overhead costs of the total allocation received for the agency.

In Sudan, as a post-conflict country, most UN Programmes work under the Direct Execution Modality while a CPAP has been signed by 3 of the 11 participating agencies. However, discussions on a harmonized approach to cash transfer have just begun with macro/micro assessments to be undertaken in late 2009.

## 7. Feasibility, risk management and sustainability of results

Political will: As the JP aims to build and develop capacities and to lay the ground for comprehensive youth development, the willingness of national counterparts to encapsulate this crucial concern in GONU and GOSS level reforms is central to the overall success of this programme. At the development objective level, there is the need to assure strong commitment by both GoNU and GoSS to JP activities and to ensure sustainability after it is completed. The activation of participatory mechanisms at the outset which would involve multiple stakeholders such as local authorities, the enterprise sectors, and the communities will help minimize the risk of failure and ensure strong national ownership from the outset.

National capacities: At the outcome level, programme risks are linked to the success or failure in the creation or strengthening of national and local capacities that are fundamental to the appropriate development of the various activities. As many of the activities at the state level will be aimed to upgrade skills, knowledge and entrepreneurial practices of deprived individuals and communities to enhance their involvement in productive sectors, a number of programme activities are envisaged to minimize the risks represented by the lack of participation in the training programmes, such as:

- analyzing the human and material capacities of key stakeholder groups and cultural and physical constraints;
- targeting stakeholders who need to take the lead in the process and stimulate them of the merits to do so;
- assure that training programmes are inclusive and consistent with overall youth employment policies, measures and programmes as well as with local-level social, economic, and political objectives.

Through the iterative, participatory process of the programme, individual ownership as well as ownership within the country will be fortified. Capacity building is an ongoing process and requires the affirmation of an ongoing network for information exchange and dissemination that continues after the programme has formally ended. Continuous training and education (from primary/secondary to vocational/entrepreneurial to academic) within the national development framework should be institutionalized as a result of the collaboration with the private sector, universities, research centres and NGOs after the programme has finished. This will further enhance the sustainability of the programme. The GONU and GOSS level strategies concerned with youth employment will then have to build upon the successful results obtained at the state level which should inform new programmes and a corresponding allocation of resources.

North-South Coherence: The complex operational environment in Sudan poses a number of risks, including lack of coherence between north and south interventions. The establishment of a project management committee and a lead agency in both north and south in order to adequately respond to the national structure, as well as the vast geographical distance between north and south entail a risk of two processes evolving separately. The fact that the lead is taken by two different agencies further poses a risk in this direction. Hence, a number of measures have been taken to ensure that the joint programme establish adequate coordination mechanisms between north and south. On the UN side, 1) regular contact between the two lead agencies and the RCSO in Juba and Khartoum will be kept. The RCSO in Juba and Khartoum already has daily contact, which will be instrumental in this regard. 2) The two lead agencies/RCSO will meet prior to the each PMC meetings to discuss status and bottlenecks to be addressed. 3) The lead agencies representatives supported by the full time assistant programme coordinators will meet at least on a bi-monthly basis in Khartoum, Juba or one of the states, to review progress and report back to the respective lead agencies.

On the government side, both the northern focal point the Federal Ministry of Culture, Youth and Sports and the Federal Ministry of Labor and Human Resources Development and southern focal points the Ministry of Culture, Youth and Sports and Ministry of Labor and Human Resources Development of GoSS are among the ministries that are meeting on a regular basis, as required: the ministers meet every quarter while the technical teams in north and south meet on an ad hoc basis. The South Minister of Regional cooperation is invited to the NSC annual review meetings in Khartoum. This established line of communication is a good starting point for ensuring that north and south experiences are shared and that, in spite of the different starting points and level of capacity, progress is viewed in light of the overall objective of improving youth employment opportunities.

Coherence between states: The joint programme targets different geographical areas, and not all agencies are working in all states. Both issues pose the risk that interventions become isolated, and ‘glide away’ from the overall objective. This risk will be addressed through establishing close contact with the State MoCYS and MoLPSHRD—through the lead agency - and by developing state level action plans that include all relevant activities of the joint programme (led by ILO). While each agency is responsible for managing programme interventions, the lead agencies also through the joint programme assistants, will report on progress towards indicators, and continuously involve the state ministries in this process.

Coherence between different UN interventions: The high number of UN agencies involve may jeopardize proper coordination and integration of activities. The rationale behind the high number is based on the recognition that the reasons for youth unemployment in Sudan are multi-faceted and relates to lack of empowerment and self-worth, vulnerabilities due to the conflict, limited learning abilities and skills, and lack of concrete opportunities. Some of these activities will be fully integrated (assessments and monitoring status of target group; volunteering schemes and learning abilities; HIV and vocational training) while other will be coordinated. E.g. FAO and UNIDO will both undertake vocational training while efforts will be made to select participants carefully according to their existing skills and interests. Hence this would lead to different groups of beneficiaries, given the different focus of the training.

## **8. Accountability, Monitoring, Evaluation and Reporting**

The following reports are to be produced by the participating UN organizations in collaboration with their partners:

- Brief (2 pages) narrative quarterly update on progress on activities undertaken to be submitted to the lead agencies/assistant coordinators.
- Annual narrative joint programme progress report will be developed by each participating UN organisation no later than 1 February and compiled by the lead agencies/assistant programme coordinators in close coordination with the Federal Ministry of Culture, Youth and Sports no later than 28 February. The PMC will sign off on the Narrative Joint Programme Progress Report before it is submitted to the Administrative Agent.
- Certified financial annual reports will be produced by the participating organisations at HQ level and submitted to the Administrative Agent no later than 31 December each year on the funds disbursed from the joint programme account.
- The MDTF office is responsible for the annual Consolidated Joint Programme Progress Report, which will consist of the three parts:
  1. AA Management Brief; The Management Brief consists of an analysis of the certified financial report and the narrative report. The Management Brief will identify key management and administrative issues, if any, to be considered by the NSC.
  2. Narrative Joint Programme Progress Report. This report is produced through the integrated JP reporting arrangement. The report should be reviewed and endorsed by the PMCs before it is submitted to the MDTF Office on 28 February of each year.
  3. Financial Progress Reports. Each participating UN organization will submit to the MDTF Office a financial report stating expenditures incurred by each programme during the reporting period. The dead-line for this report is 31 March.

A mid term review, which will be organized by the MDG-F Secretariat and a final external impact evaluation will be undertaken before the end of the project period, including recommendations on how to upscale the programme. Quarterly reports will be made available to the donor.

For the programme monitoring framework see Table 5

**Table 5: Programme Monitoring Framework (PMF) – JP output 1: Employment creation for migrant youth is mainstreamed into national development frameworks**

Expected Results (outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods	Responsibilities	Risks & assumptions
1.1. & 1.2 Ministry of Culture, Youth and Sports and Ministry of Labor, Public Services and Human Resources Development effectively coordinates youth employment and implement integrated multi-sectoral policies in partnership with relevant line ministries (UNIDO: North, ILO: South) <sup>11</sup>	<b>Indicators:</b> outline of integrated action plan on youth employment in place including outline of areas of responsibilities of line ministries and CBOS, BOSS <b>Baseline:</b> No integrated action plan in place <b>Timeframe:</b> 2009	Policy documents, forum reports	Ad hoc research of qualitative and quantitative information	ILO (MoLPSHRD)	Commitment of UN partners and Ministries counterparts continues throughout programme timeframe
1.3. Ministry of Industry in Khartoum and Ministry of Energy, Industry and Mining in Juba have strategy for training providers in place in Southern Kordofan and Warrap (UNIDO)	<b>Indicators:</b> Inclusion of YE themes in policies, programmes and development plans (at least 30 key staff attending workshops/training). <b>Baseline:</b> YE is not adequately incorporated in the national policy agenda <b>Target:</b> YE issues are incorporated in at least two key policy documents, programmes and plans <b>Timeframe:</b> 2009-2010	Research drafts; training evaluation test training material; attendance list; inter-ministerial circular/resolution	Collected for regular project management reporting system	UNIDO (MOI, MEMI)	The Ministry of Industry and Mining remains committed to set youth employment as priority in the national agenda
1.3. Central Bank of Sudan and Bank of Southern Sudan adopt micro-finance policies conducive to youth employment (UNDP)	<b>Indicators:</b> Policy and technical guidelines developed to main-stream financial support to Youth within national strategies <b>Baseline:</b> Youth issues not adequately incorporated in policy agenda <b>Target:</b> Technical guidelines developed by the 3 Key institutions <b>Timeframe:</b> 2008-2010	Policy paper and guideline on financial services for Youth	Through CBOS, BOSS & MoRDC	UNDP (CBOS, BOSS, MoRDC)	Changes in government priorities
1.4. Integrated youth and adolescence national plans including guidelines on vocational training developed in line with recommendations of inter-ministerial forum (UNICEF)	<b>Indicators:</b> ALP/vocational training strategy in place <b>Baseline:</b> n.a. <b>Target:</b> 2009 <b>Timeframe:</b> 2008-2009	Strategy documents	Through FMOGE in the North and MoEST in the South /UNICEF	UNICEF	Changes in the Governments current commitment to prioritize and focus on youth education

**Table 6: Programme Monitoring Framework (PMF) – JP output 2: policies and measures are in place to help young returnees enter and remain in the labour market**

Expected Results (outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods	Responsibilities	Risks & assumptions
2.1. State level action plans for the employment of young returnees developed in the six states in line with outcomes of youth employment stake holder forum (ILO)	<b>Indicators:</b> Development of action plan at state level <b>Baseline:</b> n.a. <b>Targets:</b> Action plan developed in 2009 <b>Timeframe:</b> 2008– 2009	-Work plan documents -Meeting/ planning reports	State Ministries; workshops/meetings reports	ILO	Complementary / Counterpart fund and resources are not forthcoming
2.2.State action plan on functional literacy developed for Blue Nile and Southern Kordofan (UNESCO)	<b>Indicator:</b> Policy documents developed for functional literacy by GoNU <b>Baseline:</b> No policy guidelines for mainstreaming youth & adolescents in work and education in place. <b>Target:</b> at least one policy document developed <b>Timeframe:</b> 2009-2010	Policy document	Reporting By the end of first year of the project.	UNESCO (MoCYS, NCLAE, NCTVE)	The level of commitment to functional literacy in the government ladder of priorities.

<sup>11</sup> Given the Sudan context (one country two systems), this output will be led by UNIDO and ILO respectively in North and South.

2.3 Analysis undertaken on strategic economic sectors, labour force supply and demand and opportunities for youth self employment identified in the six states (UNDP)	<b>Indicators:</b> number of survey conducted and findings published <b>Baseline:</b> Survey data not available in all six states <b>Targets:</b> Survey conducted covering all six states and relevant data available <b>Time Frame:</b> 2008-2009	Survey	Yearly update	UNDP	Change in macro-economic environment, decrease in security
2.4 Meso-level-delivery institutions have enhanced capacities to implement youth development policies and services (ILO)	<b>Indicators:</b> Number of institutions identified and trained; <b>Baseline:</b> N.a. Capacity of local institution weak <b>Targets:</b> 20 institutions and 60 institutions' staff <b>Timeframe:</b> 2009-2010	Assessments and training reports	Research, workshops	ILO	Availability of meso-level institutions at state level and their commitments
2.5 Curricula for short term vocational/technical skills training and entrepreneurship development are prepared and public and private training institutions have enhanced management capacity in Southern Kordofan and Warrap (UNIDO)	<b>Indicators:</b> Number of tailor made curricula and training materials for vocational/technical skills training and entrepreneurship development; number of training providers with strengthened organisation and management. <b>Baseline:</b> N.A. <b>Targets:</b> curricula and training material for 15 sub-sectors developed; 10 training providers (public and private) strengthened <b>Timeframe:</b> 2009-2011	Survey results; training material; training evaluation test; attendance list.	Collected during workshops and training for regular project management reporting	UNIDO/local private sector	Active participation of private sector organizations
2.6 Policy for applying the labor-intensive reconstruction approach to develop on-the-job construction skills formulated and implemented in three states in the south (ILO)	<b>Indicators:</b> Number and type of policies adopted <b>Baseline:</b> No policy available. <b>Target:</b> 3 states have labour intensive policies <b>Timeframe:</b> 2009-2010	Workshops' reports, policy content	Use of existing data of UNOPS implemented projects on labour intensive reconstruction, With Min of Roads and Transport through workshops	ILO; UNOPS	Active participation of local authorities
2.7 Youths vulnerability towards HIV is reduced through increased accessibility and acquisition of information, knowledge and life skills on HIV and AIDS (UNAIDS)	<b>Indicators:</b> Adapted HIV prevention package finalized; HIV prevention Package integrated into ongoing trainings and skills development <b>Baseline:</b> packages not available; advocacy meetings not held; packages not integrated in trainings <b>Targets:</b> packages adopted; 6 advocacy meetings; 3 package integrated in training (1 each state) <b>Timeframe:</b> 2008-2009	Prevention package available; reports from the meetings/trainings available	Through FMOHE and Ministry of Youth, Sports and Culture; During workshops and seminars	UNAIDSU NFPA	Commitment of line ministries to support implementation at State level

**Table 7: Programme Monitoring Framework (PMF) – JP output 3: Innovative interventions to create concrete employment and training opportunities for the youth developed and implemented in 6 states (States level)**

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
3.1 ALP and vocational training opportunities available for adolescents with a special focus on girls and ex-child soldiers especially in the south (UNICEF)	<p><b>Indicators:</b> Curriculum developed; number of persons trained; number of ALP teachers trained <b>Baseline:</b> phase 1 of curriculum available <b>Target:</b> 1,500 people trained; 100 teachers trained <b>Timeframe:</b> 2008 – 2010</p>	Final version of curriculum Training reports, teachers certificates Training reports Lists of persons trained	Through FMOGE/UNICEF/NGOs	UNICEF	Access to ALP centres is disputed due to insecurity.
3.2 Short and medium term literacy skills provided for youth with a special focus on females (UNESCO)	<p><b>Indicators:</b> Training module developed, number of trained persons, GPI (MDG-3), and campaign conducted  <b>Baseline:</b> No training module available <b>Target:</b> Training module developed; 1000 people trained; 60 teachers trained <b>Timeframe:</b> 2008 – 2010</p>	Final version of training module, and reports from the TOT and training	Through UNCLA and MoCYS	UNESCO	Delay in organizing activities due to lack of infrastructure in targeted areas
3.3 Women empowered to increase employability and benefit from employment opportunities	<p><b>Indicators:</b> No of young midwives trained No of young persons trained Enhanced empowerment of youth <b>Baseline:</b> SHHS Data <b>Target:</b> 100 Midwives trained. 25 BCC sessions conducted 10 Awareness raising workshops/sessions conducted <b>Timeframe:</b> 2008 – 2010</p>	- Reports of activities conducted. - Graduation Certificates of midwives	Through sub-contracted. Youth groups and implementers	UNFPA	Availability of local capacity to carry out activities
3.4 Employability and empowerment of youth is enhanced, through volunteering assignments	<p><b>Indicators</b> Agreements with universities developed and finalised <b>Baseline:</b> n.a <b>Targets:</b> action plan developed by end 2008 <b>Time frame:</b> 2008-2010</p>	Meetings, Agreements signed, Number of students/graduates participating on the volunteering programmes		UNV	
3.5 Vocational and technical skills training and entrepreneurship development courses offered for youth (UNIDO)	<p><b>Indicators</b> Number of youth (men and women), entrepreneurs and migrants (IDPs, refugees, etc) who have undergone training programme; number of teachers trained <b>Baseline:</b> n.a. <b>Target:</b> 1,500 trainees; 60 teachers trained <b>Timeframe:</b> 2009-2010</p>	Training material; training evaluation test; attendance list; business register of the competent local authority	Collected during workshop and training for regular project management reporting	UNIDO, UNFPA, training providers	Active participation of training providers and local institutions

3.6. Local capacity of running trainings for micro and small enterprises and developing cooperatives/associations enhanced at state level. (ILO)	<p><b>Indicators:</b> Number of trainers formed at state level, Number of youth trained for self-employment;  <b>Baseline:</b> data not available  <b>Timeframe:</b> 2009-2010 <b>Target:</b> 30 trainers (ToT) and 800 trainees (ToE)</p>	Training reports	During training	ILO certified trained in SIYB	Trainees and local trainers involvement
	<p><b>Indicators:</b> Number of coop created and local government ministries trained in COOP development;  <b>Baseline:</b> ILO-MoCRD study on cooperative in Southern Sudan (for South only)  <b>Timeframe:</b> 2009-2010 <b>Targets:</b> 20 cooperatives established for a total of 500-800 beneficiaries</p>	Training reports	During training	ILO specialists on cooperative development	Trainees and support of MoCRD
3.7. Microfinance capacity building and micro-business start-up supporting mechanisms are established for boosting youth self-employment (UNDP)	<p><b>Indicators:</b> Number of active savings and credit groups  <b>Baseline:</b> 0  <b>Targets:</b> at least one saving and credit association per community created <b>Timeframe:</b> 2008-2009</p>	Training and project reports, lists of participants, on-site visits	Monthly	UNDP	Decrease in security
3.8. Youth benefit from income and skills building opportunities through labor-intensive infrastructure projects (UNOPS)	<p><b>Indicators:</b> Number of labor days generated and amount of labor payments processed  <b>Baseline:</b> n.a.  <b>Targets:</b> 40,000 labor days generated, \$240,000 of labor payments processed in 10 months  <b>Timeframe:</b> 2009 – 2010</p>	Timesheets for labourers and payment records will be prepared on a monthly basis.	Monthly reporting	UNOPS	Sufficient labour supply is available in the three states, support from MPI and local communities for labour based projects.
3.9. Young returnees have improved access to training facilities and ability to engage in sustainable productive employment in areas of returns (Warrap, Southern Kordofan and Western Equatoria) (IOM)	<p><b>Indicators:</b> Number of young returnees qualified to receive assistance from the Joint Programme.  Number of young returnees (categorized also by gender) benefiting from the VTC by the end of the programme.  <b>Baseline:</b> to be provided through the tracking and monitoring assessments  <b>Target:</b> 150 villages <b>Timeframe:</b> 2008 - 2009</p>	Village assessment reports. Tracking and monitoring visits/questionnaires. Placement forms signed by public and private entities inserted in tracking database	Organization of monitoring visits following placements. Information collected throughout the duration of the project and presented in monthly project reports	IOM	Security situation remains stable in targeted areas  Public and private sectors maintain interest in the project Public and private sectors have capacity to absorb the trainees
3.9. Young returnees have improved access to training facilities and ability to engage in sustainable productive employment in areas of returns (Warrap State and Southern Kordofan) (IOM)	<p><b>Indicators:</b> Number of young returnees provided with short/long-term job placement in public or private sector  <b>Baseline:</b>  <b>Target:</b> 300 young returnees <b>Timeframe:</b> 2008 - 2009</p>	Monitoring visits; Placement forms signed by public and private entities; Wages reports; On-the-job training reports;	Organization of monitoring visits following placements Information collected	IOM	Security situation remains stable in targeted areas  Public and private sectors maintain interest in the project
3.10. 480 rural youth (particularly returnees and juvenile demobilized soldiers) have acquired improved life skills and capacities for agricultural production, livestock husbandry, food marketing and other food-, agriculture and environment related sustainable rural income generating activities in BN, WA, WEQ and EEQ states (FAO)	<p><b>Indicators:</b> young people graduated from JFFLS  <b>Baseline:</b> No special baseline assessment will be conducted  <b>Target:</b> 480 graduates (240 graduates each year) are actively engaged in rural livelihoods activities  <b>Time frame:</b> 2009-2010</p>	JFFLS regular reports (bi monthly) and JFFLS weekly diary  Mid term assessment (July/August 2009)  End term assessment (June 2010)	Standardized reports received from implementing partners of each JFFLS at regular agreed times  Assessments (by FAO ECU Khartoum staff)	FAO	Security situation remains stable in targeted areas  Youth are genuinely willing to live in targeted area and pursue rural livelihoods activities

## 9. Ex Ante Assessment of Cross-cutting Issues

### *Gender considerations*

According to the status of the MDGs in Sudan, the ratio of girls to boys in primary and secondary education has improved from 0.92 and 1.0 in 2005. However, those who have access to productive employment opportunities are still a minority. The situation for women migrants is even worse. Since a disproportionate percentage of unemployed poor people are women, the programme has planned to activate recovery measures that take into account the particular needs and constraints that women experience, including lack of access to capital, land ownership, assets, credit, and financing. Efforts to include women in the initial planning processes of the JP will help ensure that these concerns are recognised and addressed by including gender components in both youth employment policies and among beneficiaries in the area-based interventions. Throughout the JP implementation the multi-agencies work will define comprehensive approaches and methodologies focused on achieving gender equality.

### *Environmental considerations*

According to the main priorities spelled out by the UN Country Analysis (October 2007), the UN Joint Programme considers land degradation, conflict over resources and potentially harmful productive activities as central concern<sup>12</sup>. The JP will attempt to mainstream environmental considerations in its activities: issues related to natural resource management will be for instance tackled by the FAO that will integrate them in its agriculture-based training; concerns about environmental governance will also be dealt with when dealing with the State-level institutions by highlighting the linkage between youth unemployment/poverty and environmental degradation; as for industry and energy concerns, UNIDO will include curricula on the use of eco-friendly technologies and renewable energy sources in its skills development training while seeking to create synergies with current environmental management programmes. Overall, these are the key themes that will drive common recovery efforts in the States.

### *Capacity development*

This is a cross-cutting issue that emerges clearly in output 1 and 2 which are directly syndicating the enhancement of the limited capacities of the GONU and GOSS to properly integrate youth employment into their respective national strategies as well as to effectuate clear institutional coordination mechanisms and a multi-stakeholders framework. A monitoring framework with specific indicators and targets for effective youth employment will be conceived and institutionalized. Also, national development frameworks, policies and measures do not include accountability for gender equality. Capacity building will help bring about human resource development in youth employment but also in gender participation and environmental resources management.

### *HIV/AIDS*

HIV/AIDS is reflected in output (2.6) in support of mainstreaming HIV related information on prevention, care, treatment and support in all capacity building, awareness raising and behavioural change components targeting different levels (policy and decision makers as well as beneficiaries). The focus of the JP is on youth, which have been identified as one of the key vulnerable groups to HIV in Sudan with an estimated prevalence rate of 1.1% among University students and alarmingly low comprehension of prevention of HIV and related risky behaviours in and out of schools. The importance of mainstreaming HIV related knowledge to the beneficiaries of this JP cannot be over-emphasised and would be the most cost-effective means to reach a wider base of this vulnerable group. UNAIDS will coordinate with the specialized cosponsors, which are UNFPA, UNICEF and UNESCO in matters relating to reducing Youths vulnerabilities to HIV and to deliver the required outputs.

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<sup>12</sup> UNEP, Environmental Priorities in Sudan, UN Donor Meeting in Khartoum, 21 October 2007

## **10. Legal Context or Basis of Relationship**

*The following cooperation or assistance agreements are confirmed as the legal basis for the relationships between the Government and each of the UN Organizations participating. Each agency's activities under this Joint Programme will be governed by the respective applicable agreements as follows:*

### **UNICEF**

The legal basis of UNICEF's operational and programme activities under this joint programme is the Basic Cooperation Agreement (BCA), signed with the government on 18 May 1994. The Country Programme Action Plan (CPAP) for the year 2008 details out the annual programmes and projects and is implemented in conformity with the BCA.

### **UNDP**

The Standard Basic Assistance Agreement (SBAA) between the government of Sudan and UNDP was signed by the parties on 24<sup>th</sup> October 1978 and ratified by the government of Sudan on 2 January 1980.

### **UNOPS and UNV**

UNOPS and UNV are administratively covered under the standard Basic Assistance Agreement (SBAA) between the government of Sudan and UNDP.

### **UNAIDS**

United Nations Joint Program on HIV/AIDS (UNAIDS) is the recognized entity within the UN system mandated with Coordination of HIV related programs within the UN and harmonization and alignment of strategic priorities between UN and the Sudan National AIDS Control Program (SNAP) which is the legal national authority responsible for policy and programming on HIV.

### **UNFPA**

United Nations Population Fund (UNFPA) is currently implementing the 6<sup>th</sup> Programme Cycle of technical assistance which included 4 full fledged programmes and 2 interim programmes under the Agreement of Cooperation between the Government of Sudan and the United Nations Population Fund (UNFPA).

### **IOM**

IOM has been working in Sudan since 1982. The Government of Sudan has been a member of IOM since November 1998. IOM concluded a Memorandum of Understanding with the Government of Sudan in 1998.

### **UNESCO**

The agreement between The Government of Sudan and UNESCO was signed on the 22 May 2006. The agreement was to cover UNESCO's operations related to the (CPA) rehabilitation and development efforts with support from UNESCO entities. The agreement also covers issues related to privileges and immunities, resolution of disputes and other provisions.

### **ILO**

Since 1956 the Sudan is member state of the ILO. The Sudan ratified fourteen conventions the last ones being C182 - Worst forms of child labour (signed in 2003) and C138 Minimum Age (signed in 2002). The ILO is supporting the Sudan in the implementation of the CPA and it signed a Memorandum of Agreement with the Government in June 2007 in Geneva.

### **UNIDO**

The Basic Cooperation Agreement between the Government of Sudan and UNIDO was signed in 1988.

### **FAO**

The Government of Sudan and FAO signed an Agreement on 31 May 1977. FAO activities in the Sudan, including the herein proposed JFFLS programme component adhere to this agreement.

**Annex A.**

**Work Plan for:** Creating opportunities for Youth Employment in Sudan

**Period covered:** October 2008 – September 2009<sup>13</sup>

JP Output 1: Employment creation for migrant youth is mainstreamed into national development framework										
Annual targets	Activities	TIME FRAME				UN AGENCY	RESPON-SIBLE PARTY	PLANNED BUDGET <sup>14</sup>		
		Q1	Q2	Q3	Q4			Source Funds	Budget Description	Amount (indicative)
Annual targets for JP Output 1										
1: Employment creation for migrant youth is mainstreamed into national development framework  <i>1-year target: stakeholder forum conducted with inputs from all relevant line ministries</i>	1.1 Conduct stakeholder forum with all relevant line federal and state ministries, CBOS, BOSS, private sector and youth organizations to agree on outline for national action plan for promotion of youth employment in coordination with FMoCYS					UNIDO	UNIDO	MDG -F	Personnel (Intern'l) Contracts Supplies	30,000 10,000 10,000
	1.2. Conduct stakeholder forum with sub-national Ministry of Culture, Youth and Sports has improved coordination of youth employment initiatives and dialogue between national and sub-national government and workers organizations established (ILO)					ILO	ILO	MDG -F	Personnel (Intern'l) Contracts Supplies Other direct costs (running costs)	30,000 20,000 10,000 12,000
	1.3. Provide technical support to develop and draft capacity building strategy in line with outcome of inter-ministerial forum with Ministries of Industry					UNIDO	UNIDO	MDG -F	Personnel (National) Training Other direct costs (running costs 2 cars)	10,000 40,000 24,000
	1.4. Develop policy and technical guidelines to mainstream financial support to youth with CBOS and BOSS					UNDP	UNDP	MDG -F	Personnel (Inter'l staff Ec. Advisor Admin) Training Transport Transport (car purchase) Personnel (8 drivers) Other direct costs (running costs )	6,000 3,000 1,000 20,000 10,000 320,000 115,200 12,000
	1.5. Undertake training one week of FMoGE NCLAE, MoCYS on institutional capacity for planning, quality data collection and management for access to reliable data on young adolescent and ALP and vocational training (UNICEF) 1.7.Support the development of national sub-sector plans on youth education/ALP in the three north states (UNICEF) 1.8. Support the development of vocational training guidelines and policies with special attention to demobilized child-soldiers in the three states in the south (UNICEF)					UNICEF	UNICEF	MDG -F	Personnel/(national) Contracts Training  Other direct costs (running costs 2 cars)	10,000 10,000 40,000  24,000
<b>Sub-total Planned Budget JP Output 1</b>										<b>767,200</b>

<sup>13</sup> The indicative work plan is aiming to provide further information on the chronological implementation of JP's activities. A more detailed Work plan will be part of the inception report to be produced at the time of the launching of the JP.

<sup>14</sup> Given the Sudan context (one country two systems), this output will be led by UNIDO and ILO respectively in North and South.

JP Output 2: Policies and measures are in place to help young returnees enter and remain in the labor market										
Annual targets	Activities	TIME FRAME				UN AGENCY	RESPON SIBLE PARTY	PLANNED BUDGET		
		Q 1	Q2	Q3	Q4			Source of Funds	Budget Description	Amount
Annual targets for JP Output 2										
2: Policies and measures are implemented at state level to help young returnees enter and remain in the labor market	2.1. Support drafting of coherent inter-ministerial state specific action plans through participatory approaches for all six states					ILO	ILO	MDG-F	Personnel (National)	25,000
									Training	55,000
	2.2. Support preparation and implementation of detailed action plan on functional literacy at state level					UNESCO	UNESCO	MDG-F	Personnel (National)	15,000
									Training	25,000
									Travel	7,500
	2.3. Conduct supply–demand analysis of labor market and identify major livelihood constraints, priorities, options/potentials for migrant youth					UNDP	UNDP	MDG-F	Personnel (National)	85,000
									Other direct costs (Print)	10,000
									Other direct costs (Workshop, dissemination results)	24,000
									Personnel (Ec advisor)	7,000
									Transport	5,000
									Personnel (Admin)	4,000
									Travel	12,000
	2.4. Conduct training programme for Employers' and Workers' organizations and relevant public bodies (e.g. state labor offices, ministries, MFIs, trade Unions, business development service organizations) for assisting unemployed and vulnerable youth					ILO	ILO	MDG-F	Personnel (Intern'l)	50,000
									Training	90,000
								Travel	12,000	
<i>1 year target: Inter-ministerial policy document and action plan is agreed on and informed by selected states</i>										
2.5.1 Develop curricula and training materials for vocational/technical skills training and entrepreneurship development					UNIDO	UNIDO	MDG-F	Personnel (Intern'l)	30,000	
								Training	75,000	
								Equipment	25,000	
2.5.2 Strengthen organizational and management capacity of public and private training providers					UNIDO	UNIDO	MDG-F	Other direct costs	40,000	
								Training	10,000	
								Travel	12,000	
<i>Public-private support infrastructure for Youth employment in place</i>										
2.6. Develop strategy for an employment-friendly reconstruction sector which uses labor intensive techniques at state level (ILO)					ILO	ILO	MDG-F	Personnel (National)	25,000	
								Training	25,000	
2.7.1 Conduct assessment of training needs target population, and prepare action plan for integration of HIV package with the relevant UN partners including line state ministries (UNAIDS)					UNAIDS	UNAIDS	MDG-F	Personnel (National)	55,000	
								Contracts	35,000	
								Training	20,000	
								Transport	10,000	
								Travel	10,000	
2.7.2 Develop HIV module on needs assessed and incorporate into curricula and training materials designing and development process, lead by UNIDO and UNICEF (UNAIDS)					UNAIDS	UNAIDS	MDG-F	Personnel (National)	35,000	
								Training	20,000	
								Travel	5,000	
<b>Sub-total Planned Budget JP Output 2</b>									<b>848,500</b>	

<sup>14</sup> For overhead cost per agency, see budget summary table page 28

JP Output 3: Innovative interventions to create concrete employment and training opportunities for the youth developed and implemented in six states										
Annual targets	Activities	TIME FRAME				UN AGENCY	RESP. PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Source of Funds	Budget Description	Amount
Annual targets JP Output 3										
Innovative interventions to create concrete employment and training opportunities for the youth developed and implemented in 6 states (States level)  <i>1 year target: 5,000 migrant youth trained</i>	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)					UNICEF	UNICEF	MDG-F	Personnel/trainers (national)	40,000
									Contracts	100,000
									Training	100,000
									Other direct costs	104,560
									Supplies	100,000
					Equipment	60,000				
					Travel	12,000				
	3.2.1 Organize awareness campaigns through local media (radio, TV, advocacy events) to encourage youth participation in literacy trainings as part of the state action plan					UNESCO	UNESCO	MDG-F	Personnel (National)	30,000
									Contracts	50,000
									Training	105,000
									Equipment	15,000
									Transport	10,000
									Other Direct Costs	1,875
3.3.1 Design and conduct reproductive health and family planning programme including behavioral change and communication campaign					UNFPA	UNFPA	MDG-F	Personnel (National)	20,000	
								Other direct costs (Material/print)	10,000	
								Training	35,000	
								Transport	5,000	
								Travel	5,000	
3.3.2. Design and conduct training programme of mid-wives in the south (UNFPA)					UNFPA	UNFPA	MDG-F	Personnel (Intern'l)	20,000	
								Training	25,000	
								Other Direct Costs	1,200	
3.4 Design and organize volunteering assignments schemes for young graduates					UNV	UNV	MDG-F	Personnel (National)	16,000	
								Contracts/stipends	20,500	
								Equipment	4,000	
								Travel	9,000	
								Other Direct Costs	495	
3.5.1 Conduct management and vocational training including ToT in selected sub-sectors as identified by markets assessment					UNIDO	UNIDO	MDG-F	Personnel (Intern'l)	25,000	
								Training	50,000	
								Contract	20,000	
								Equipment	5,000	
3.5.2 Support public and private training providers in conducting new training courses and link them with local industries, through apprenticeships, internships and job placement					UNIDO	UNIDO	MDG-F	Training	40,000	
								Contracts	10,000	
								Other direct costs	6,010	
3.5.3 Provide business coaching/Enterprise-based apprenticeship program with special attention to women					UNIDO	UNIDO	MDG-F	Training	10,000	
								Contracts	20,000	
3.6.1 Provide 6 Training of Trainers (ToT) on "Start and Improve Your Business" (SIYB) and 30 Training of Entrepreneurs (ToE) programmes					ILO	ILO	MDG-F	Personnel (Intern'l)	55,000	
								Training	60,000	

3.6.2. Provide institutional and management training to cooperatives identified and/or created with programme partner agencies					ILO	ILO	MDG-F	Personnel (Intern'l) Training Personnel Training Other Direct Costs	50,000 50,000 50,000 175,000 5,990
3.7.1. Form, and start training & coaching programme of autonomous savings and credit associations					UNDP	UNDP	MDG-F	Personnel (inter'l project manager, Economic advisor, Admin assistance) Training Transport	70,000 10,000 15,000 100,000 11,000
3.7.2. Launch Business Idea Competitions providing business skills training and start-up capital for youth					UNDP	UNDP	MDG-F	Personnel (inter'l project manager) Economic advisor Training Equipment Other direct costs (Start-up Microgrants) Local personnel M&E	25,000 10,000 100,000 25,000 100,000 30,000
3.8.1. Prepare and start implementing labor-intensive infrastructure project by providing technical assistance, design, support and construction supervision 3.8.2. Provide on-the-job and maintenance training for laborers and local engineers					UNOPS	UNOPS	MDG-F	Personnel Equipment & operations Contracts labor cost Travel Other direct costs	354,000 126,750 340,000 25,000 11,740
3.9.1 Conduct tracking activities to identify returnees and former combatants including youth in 200 villages in Warrab, South Kordofan and Western Equatoria					IOM	IOM	MDG-F	Personnel (Inter'l staff National team of 4) Supplies/print Equipment Transport Travel	75,000 50,000 20,000 5,000 15,000 7,500
3.9.3 Construction of 2 vocational training centers (1 in Warrab and 1 in Southern Kordofan) (collaboration with UNIDO, UNDP and UNICEF on the running of training programmes)					IOM	IOM	MDG-F	Personnel (National) Contract w/ enterprise Supplies /building material	25,000 25,000 185,000
3.10.1 Review lessons learned and training materials from pilot Junior Farmer Field and Life School (JFFLS) and produce appropriate training and resource materials					FAO	FAO	MDG-F	Personnel international Personnel National Contract Equipment Other direct costs (running costs)	8,900 6,760 18,500 5,000 4,173
3.10.2 Conduct training (TOT) in JFFLS methodology to JFFLS facilitators and team leaders					FAO	FAO	MDG-F	Personnel International Personnel National Contract Training Other direct costs (running costs) Travel	8,900 6,760 9,250 60,000 4,173 6,000
3.10.3 Run JFFLS on daily basis					FAO	FAO	MDG-F	Personnel International Personnel National Contracts Transport Supplies Other direct costs (running costs) Travel	26,700 20,280 74,000 8,000 56,000 12,520 2,000

3.11.4 Upon graduation provide JFFLS graduates with basic productive assets for start-up						FAO	FAO	MDG-F	Personnel International	8,900
									Personnel National	6,760
									Contracts	9,250
									Transport	5,000
									Supplies	48,000
									Other direct costs (running costs)	4,174
									Travel	2,000
								Other Direct Costs	4,070	
<b>Sub-total Planned Budget JP Output 3</b>										<b>3,724,190</b>
<b>Total Planned Programmable Budget for the first year</b>										<b>5,339,890</b>

### Year 1 Budget Summary

	UNIDO	ILO	UNDP	UNICEF	IOM	UNOPS	FAO	UNESCO	UNAIDS	UNFPA	UNV	Total per Category
<b>1.1 Supplies, commodities, equipment and transport</b>	40,000	10,000	371,000	184,000	225,000	126,750	122,000	25,000	10,000	15,000	4,000	1,132,750
<b>1.2 Personnel (staff, consultants, travel and training)</b>	107,000	322,000	393,200	62,000	157,500	379,000	93,960	52,500	100,000	45,000	25,000	1,737,160
<b>1.3 Training of counterparts</b>	225,000	430,000	220,000	140,000	0	0	60,000	130,000	35,000	60,000	0	1,300,000
<b>1.4 Contracts</b>	60,000	20,000	0	160,000	25,000	340,000	111,000	50,000	35,000	0	20,500	821,500
<b>1.5 Other Direct Costs</b>	70,010	17,990	146,000	54,560	3,700	11,740	39,110	1,875	1,800	1,200	495	348,480
<b>Total Direct Costs</b>	502,010	799,990	1,130,200	600,560	411,200	857,490	426,070	259,375	181,800	121,200	49,995	5,339,890
<b>2.0 UN Agency Indirect Cost (7%)</b>	35,141	55,999	79,114	42,039	28,784	60,024	29,825	18,156	12,726	8,484	3,500	373,792
<b>Grand Total</b>	537,151	855,989	1,209,314	642,599	439,984	917,514	455,895	277,531	194,526	129,684	53,495	5,713,682