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Resilient nations.

# Youth Employment and Empowerment through Private Sector and Value Chain Development

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2019 Annual Report

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*Participants queuing to register for enrolment for the Vocational Skills Training during the Torit Job (September 2019, UNDP)*



Kingdom of the Netherlands



**Project Summary:**

**Country:** South Sudan

**Project Duration:** 01 December 2018 – 31 December 2022

**Total Project Budget:** US\$ 15,464,195

**2019 Annual Budget:** US\$ 3,639,657.00

**2019 Annual Expenditure;** US\$3,121,859.93

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**Responsible Parties:** Ministry of Labour, Ministry of Youth and Sports, South Sudan Chamber of Commerce, Industry and Agriculture, collaborating UN Agencies, and Civil Society Organizations.

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## Acronyms

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AU	African Union
AWP	Annual Work Plan
B2B	Business-to-business
CAPS	Career Advice and Placement Services
CPD	Country Programme Document
GoSS	Government of South Sudan
HDIGU	Human Development and Inclusive Growth Unit
MSE	Micro- and small-scale enterprise
MTC	Multi-Purpose Training Centre
M&E	Monitoring and Evaluation
PaCC	Peace and Community Cohesion
PfRR	Partnership for Recovery and Resilience
PMSU	Partnership and Management Support Unit
TVET	Technical vocational education and training
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNICEF	United Nations Children’s Fund
UNIDO	United Nations Industrial Development Organization
VTC	Vocational Training Centre
YEEP	Youth Employment and Empowerment through Private Sector and Value Chain Development Project

## 1. Executive Summary

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Youth Empowerment and Employment through Private Sector and Value Chain Development Project (YEEP) is a four-year (December 2018-December 2022) project implemented by UNDP and the Ministry of Labour, with the financial support from the Kingdom of the Netherlands and UNDP. The project seeks to empower youth in the five targeted locations of Bor, Jubek, Rumbek, Torit and Yambio through nurturing of their entrepreneurial culture and market-linked skills to enhance their employability and productive engagement in economic activities. The YEEP aims at contributing to the progressive transformation of South Sudan towards durable peace and sustainable development by supporting livelihoods trainings, infrastructure renovations and rehabilitations; re-establishing and improving institutions that can effectively serve the youth of South Sudan. The project implementation is guided by the United Nations Cooperation Framework (UNCF), the partnership for Recovery and Resilience (PfRR), the United Nations Development Programme's (UNDP) Strategic Plan of 2019-2021, and the UNDP Country Programme Document 2019-2021 (CPD) Outcome 2: 'Inclusive and risk-informed economic development'.

The project is implemented in collaboration with the Ministry of Labour; Ministry of Trade, Industry, and East African Community Affairs; Ministry of Youth and Sports; Ministry of Agriculture and Food Security; the Chamber of Commerce and Industry; UN Agencies; and Civil Society Organizations.

### Key achievements during the year:

- **Improved capacity in the delivery of vocational skills training:** Three Vocational Training Centres (VTCs) in Yambio, Torit and Bor were rehabilitated and equipped with tools and training equipment to facilitate the conduct of vocational skills training in carpentry, masonry, mechanical and electrical engineering. A total of two building blocks were rehabilitated in Torit (used for one-stop business innovation hub, an automotive and carpentry workshop); and two buildings were constructed in Bor (used for carpentry and masonry training).
- **Standardization in the delivery of vocational training modules in the country:** The project reviewed and updated the national vocational training modules, in 12 trades (electricals- solar and conventional, carpentry and joinery- schools furniture, basic carpentry, food dryers and bee- hives, building and construction, tailoring and garment manufacturing, motor- mechanics and small engines, metal fabrication and welding among others), that enabled the standardization of the curriculum and delivery pedagogy of vocational skills training and life skills. A total of 45 (6 females) teachers in vocational training received refresher training on the delivery of competency-based training modules.

- **Development of vocational skills for youth:** A total of 1,409 (553 female) youths enrolled and registered for training in vocational skills covering fourteen different trades including electricals- solar and conventional, carpentry and joinery- schools furniture, basic carpentry, food dryers and bee- hives, building and construction, tailoring and garment manufacturing, motor- mechanics and small engines, metal fabrication and welding among others.
- **Enhanced private sector development:** A total of 439 persons (159 women) representing 217 businesses in retail, agricultural, manufacturing and service industry were engaged in four business to business (B2B) linkage events conducted in Juba, Torit, Bor and Rumbek. The linkage created 46 vertical (retail and supplier) and horizontal (retail to retail) businesses linkages with each other and the establishment of four business pools.
- **Generation of employment opportunities and empowerment of youth:** A total of 415 jobs were traded at the three job fairs (Yambio, Bor and Torit) of which 116 positions have so far been filled. 3,060 youths (1,355 women) benefitted from capacity enhancement through targeted coaching sessions to improve their job-seeking and entrepreneurship skills. A youth delegation was sent to represent the country in the Africa Youth Connekt Summit and engage with other youths at the continental and global level to share experiences and chart a course of action that enhance the role of the youth in socio-economic development.
- **Improvement in innovation and business development capacity:** One-Stop Business, Employment, and Innovation hubs were established in Torit and Yambio to provide support to young entrepreneurs and innovators. Two innovation challenges were conducted and 111 (46 females) youth mentored and coached in the development of their ideas. Three winning ideas are currently being incubated.
- **Global Standard Entrepreneurial Skills Development:** Fifty (50) South Sudanese youth entrepreneurs benefitted from global-level coaching, mentoring, and support provided by the Tony Elumelu Foundation in order to support youth entrepreneurs in the development of their business ideas and growth of viable youth-led private sector enterprises.

### **Challenges faced during the implementation period;**

This year, the project is essentially about mobilization and laying the foundation for a smooth project implementation. There were certain assumptions prior to the implementation of the project that proved challenging and required time to address. First, the modules to be used for the conduct of vocational training required serious updating (last updated in 2003) and while an attempt was made to have a ladderized approach with the technical education curriculum, the project had to employ a dedicated approach to vocational training module development.

Second, the rehabilitation of VTCs took time and therefore training had to wait until the facilities are in order and equipped. Engineering assessments and plans had to be redrawn due to budget limitations compounded by construction delays due to challenges in bringing materials on the ground as a result of the limited road network and poor state of infrastructure in the country.

Third, the delay in the implementation of key pivotal activities of the project was due to the inability in finding competent firms to undertake the labour-market study and the failure of the contracted firm to deliver on the agriculture and natural resource value chain study. The project conducted its own local assessment while the said studies were re-advertised.

#### **Lessons Learnt;**

- **Managing expectations:** There is a huge demand for livelihoods, jobs, and skills trainings in the project areas (as the country as a whole). The project alone would be unable to meet these expectations and would require the support of other partners considering that the capacity of VTCs are limited. Managing expectations during job fairs and replicating the common livelihood targeting approach in Yambio needs to be conducted;
- **Nascent Private Sector:** The number of companies operating and with the ability to absorb skilled youths is limited. The project needs to employ innovative means of assisting the private sector companies to grow and to hedge the risk by focusing on the development of agriculture and natural resource value chain.
- **Flexibility and adaptability in project implementation:** Inherent challenges of operating in the country with underdeveloped infrastructure and limited number of competent organizations operating under such conditions are magnified. Delays and setbacks are to be expected and necessitates having a back-up plan and taking immediate decisive action (like contract termination) in the event the primary approach does not work so as not to further delay project implementation.

#### **Budget Performance**

The total cumulative project expenditure for 2019 was **US\$ 3,121,859.93**, representing **85.77 percent** delivery for the year.

## 2. Situation Background

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South Sudan gained its independence in 2011 following a long and protracted civil war becoming the world's youngest country. Despite gaining its independence, two significant conflicts broke out in December 2013 and July 2016 respectively. These conflicts resulted in huge infrastructural damage (including public structures like universities and schools), disruption of community social structures displacement including seeking refuge out of South Sudan, displacement of skilled human resources and stymied human capital building which has made it difficult for the country to rebuild.

Like many African countries, South Sudan has a serious challenge of the 'youth bulge'<sup>1</sup>. The widespread absence of productive and income-generating capacities has been argued to be the main cause of youth destitution and lack of empowerment, making the youth highly vulnerable and easily manipulated to fuel the conflict in South Sudan. The youth are highly excluded in social, economic and political fronts and so do not have much say in issues concerning them. This has contributed to increasing rates of youth unemployment and numbers of street children and youth, looking for defense initiatives through engaging in crime and looting. Some recent assessment indicated that more than 70 percent of the rebel force is made of people between the ages of 16-32<sup>2</sup>. While it is true that many youths have been engaged in violence in one way or another, studies show that youth prefer non-violence and non-confrontation as ways to deal with conflict. Therefore, there is a need to engage the youth so their productive capacities are enhanced and that they are absorbed into the labour market to allow for an increase of livelihood opportunities.

The Revitalised Agreement on the Resolution of Conflict in the Republic of South Sudan (R-ARCSS), the formation of the Revitalized transitional government of national unity (R-TGoNU) in February 2020 brought hope and renewed impetus towards stabilizing the fragile situation in the country. Nevertheless, in addition to the COVID-19 pandemic, South Sudan continues to face immense political, institutional, socioeconomic challenges which include; a) weak infrastructure for peace; b) illegal long-standing practices like cattle raiding, child and forced marriages and c) exclusion of women, youth, minorities and other special interest groups in peacebuilding initiatives, development and governance; d) proliferation and misuse of firearms; and e) climate-change-induced and resource-based conflicts. Left unattended, these factors have the potential to hamper the peacebuilding efforts, increase fragility; impede healing, trust and confidence-building and reconciliation and undermine implementation of key R-ARCSS milestones like security sector reforms, demobilization and disarmament processes and gender equality provisions.

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<sup>1</sup> [Quick fact sheet on the situation of youth in South Sudan](#)

<sup>2</sup> International Alert 2012, Peace and Conflict Assessment of South Sudan



YEEP is designed to complement the ongoing efforts of UNDP and other UN entities in South Sudan to help ensure and promote sustainable peace and development in the country through the Peace and Community Cohesion, Public Financial Management, Global Fund for Health as well as the Access to justice and Rule of Law programs that help in promoting sustainable peace and development. UNDP efforts through the program seek to ensure there is increased employability and engagement in productive economic and livelihood initiatives for young men and women in targeted areas (outcome one) and Increased productivity and incomes for young men and women in targeted areas (outcome two). The implementation strategy is embedded within the UNCT’s programme criticality principles of addressing the immediate needs of the conflict-affected population as well as build the foundations for early recovery. The programme builds on existing information and capacities through a systematic inventory and evaluation of existing risk assessment studies, available data and information, and state-level institutional framework and capabilities to avoid duplication of efforts.

### 3. Project Towards Development Results

#### 1.1 Progress towards project outputs

#### **Project Output 1.1: Young men and women in Bor, Jubek, Rumbek, Torit, and Yambio are provided with vocational, technical and entrepreneurial skills**

*Summary achievement against 2019 Annual Work Plan (AWP) target*

<b>Indicator</b>	<b>Target (2019)</b>	<b>Summary achievement</b>	<b>Status</b>
1.1.1 Number of enrolled youth that complete the vocational, technical and entrepreneurship skills training, disaggregated by gender and location	1,300	1,409 (553 women) enrolled for vocational, technical and entrepreneurship training in Juba, Bor, Torit, Rumbek and Yambio.	<b>Ongoing</b>
1.1.2 Proportion of young entrepreneurs utilizing innovation centers, business incubators and development hubs for skills enhancement	0	50 youth entrepreneurs benefiting from global mentoring and coaching and establishment of 2 one-stop business, employment and innovation hubs in Yambio and Torit	<b>Ongoing</b>
1.1.3 Proportion of youth previously involved in conflict	10%	1% of enrolled youth for the vocational skills training in	<b>Partially Achieved</b>

recruited for skills training	Yambio were previously involved in conflict	
<b>Overall status</b>		<b>Ongoing</b>

**Indicator 1.1.1: Number of enrolled youths that complete the vocational, technical and entrepreneurship skills training, disaggregated by gender and location**

A total of 1,409 (553 female) trainees enrolled for the vocational, technical and entrepreneurship skills training in the last quarter of 2019. They were enrolled for trainings in 14 trades at 4 vocational training centers (Torit, Bor, Juba and Yambio) and are likely to be completed in the first quarter of 2020. The trainings are meant to boost market skills for employability as well as enhanced livelihood skills for coping with shocks.



*Students taking part in Masonry and brick laying training at Torit VTC (December 2019, UNDP)*

Competency-based training modules and guides were developed for 12 trades to standardize the conduct and quality of trainings. About 45 vocational training teachers (6 women, 39 men) from Juba, Aluakluak, Bor, Maban, Wau, and Malakal completed a five-day training of trainers, which were aimed to familiarise the trainers with competency-based curriculum development and translating that into their teaching.

The project also completed renovation works and provided tools and equipment to Bor, Juba, Torit, and Yambio Vocational Training Centres. Adding on, in collaboration with the United Nations Industrial Development Organization (UNIDO) the project conducted rapid needs assessment missions to all five YEEP project implementation locations (Bor, Jubek, Rumbek, Torit, and Yambio) in preparation for conducting of vocational, technical and entrepreneurship skill trainings in the five locations. The findings from the assessment informed the 14 trades which the program is facilitating in the five regions and they are tailored to fit South Sudan’s context responding to market demands and needs. Urban trades such as auto-mechanics, carpentry, and joinery as well as construction are being offered at the vocational training centers whereas mobile trainings will target out of town/ rural communities focusing mainly on value chain improvement trades such as food processing (dairy and fishing) products.

**Indicator 1.1.2: Proportion of young entrepreneurs utilizing innovation centers, business incubators and development hubs for skills enhancement**

A total of 50 youth entrepreneurs were supported to benefit from top-level global coaching and mentoring through the UNDP initiative with the Tony Elumelu Foundation. The 50 youth entrepreneurs are going through the programme and will be supported by a start-up fund (US\$ 5,000) to implement their ideas and business plans.

In 2019, the project identified two locations (Yambio VTC and Torit VTC) as the locations for the One-Stop Business, Employment, and Innovation Centre. Yambio and Torit VTCs have been renovated and procurement of equipment is underway. The project plans to expand the business development and innovation hubs to Bor, Juba, and Rumbek and in this regard procurement of equipment is in progress. The centres are expected to provide targeted and tailored capacity building to young entrepreneurs as their business ideas are incubated and supported by the Accelerator Lab of UNDP.

**Indicator 1.3: Proportion of youth previously involved in conflict recruited for skills training**

A total of 26 youths (9 females) previously involved in conflict in Yambio as Children Associated with Armed Forces and Armed Groups in Yambio were made part of the vocational skills training offerings of the project. This represents 1% of all enrolled trainees for vocational, technical and entrepreneurship skills trainings. Information from other areas will be captured and reported on in subsequent quarters.



*Students at Bor Vocational Training Centre receiving words of encouragement from the Ambassador of Netherlands, Bor, (July 2019, UNDP)*

**Programme Output 1.2: Technical vocational education and training (TVET) and university graduates have increased access to career development and employment opportunities.**

*Summary achievement against 2019 AWP target*

Indicator	Target (2019)	Summary achievement	Status
1.2.1 Number of skills training graduates that secure jobs from UNDP-supported private sector enterprises and value chains disaggregated by gender	150	No graduates yet as the 1,409 trainees enrolled in last quarter of 2019 are still going through training	Ongoing

1.2.2 Proportion of tertiary education students in the targeted locations receiving career guidance and mentoring through Career Advice and Placement Services (CAPS), disaggregated by gender	15%	3,060 youths received career guidance and counselling (representing 38% of total youths participating in job fairs)	<b>Achieved</b>
1.2.3 Number of jobs traded through jobs fairs	100	415 jobs traded in the three job fairs.	<b>Achieved</b>
<b>Overall status</b>			<b>Ongoing</b>

**Indicator 1.2.1 Number of skills training graduates that secure jobs from UNDP-supported private sector enterprises and value chains disaggregated by gender**

The vocational trainings are currently ongoing with some graduation exercises expected in the first quarter of 2020. Upon completion of the trainings, trainees will be provided with start-up kits for them to either start private businesses or to use in securing jobs. Moreover, an internship and job placement initiatives are being readied to absorb the graduates into private sector businesses. Due diligence assessments have been initiated on an initial batch of 37 private sector companies willing to take in the skilled youths/graduates.

**Indicator 1.2.2 Proportion of tertiary education students in the targeted locations receiving career guidance and mentoring through Career Advice and Placement Services (CAPS), disaggregated by gender.**

A total of 3,060 youth received services, mainly through career guidance and counselling, in the job fairs conducted. While no head count of tertiary education students have been conducted (this is not part of project activities), the said number represent 38 percent of the total number of youth who participated in the job fair.

**Indicator 1.2.3 Number of jobs traded through jobs fairs**

A total of 415 jobs were traded in the 3 job fairs (Yambio, Torit, Bor). Of the said number, at least 116 positions have been filled, with another 75 positions in the pipeline. The now employed youths are now able to cater for their families, buying food and pay for school fees for their children.

**Programme Output 2.1: Young men and women in targeted areas benefit from jobs, livelihood and income-generating initiatives created through strengthened private sector enterprises and local value chains**

*Summary achievement against 2019 AWP target*

<b>Indicator</b>	<b>Target (2019)</b>	<b>Summary achievement</b>	<b>Status</b>
2.1.1 Number of new jobs created through value chains and private sector enterprises supported by UNDP	300	No jobs have been created as training of 1,500 women initiatives have just commenced	<b>Ongoing</b>
2.1.2 Number of new Medium Scale Enterprises (MSEs) created by supported youth	20	53 (50 from the Tony Elumelu foundation and 3 are being incubated)	<b>Achieved</b>
2.1.3 Proportion of trained youth engaging in livelihood and income-generating activities (individually or in groups)	20%	No trained youth are engaging in livelihood and income generating activities as the 1,049 youth have just recently started vocational skills training	<b>Ongoing</b>
2.1.4 Number of youth-oriented facilities benefiting from clean energy solutions	4	3 Vocational training centres equipped with solar power energy	<b>Partially Achieved</b>
<b>Overall status</b>			<b>Ongoing</b>

**Indicator 2.1.1 Number of new jobs created through value chains and private sector enterprises supported by UNDP**

No jobs have been created yet through value chains and private sector enterprises. However, the following activities were conducted to support job recreation though value chains and private sector supported by UNDP:

- Initiation of women sustainable livelihood skills training initiative covering 1,500 women in the last quarter of 2019.
- A total of 446 (38% women) participants attended the five business to business linkages events (150- Juba, 79- Torit, 68- Yambio, 82- Rumbek and 79- Bor). The events aimed to explore possible business promotion opportunities that are supposed to create employability in the local economy. The linkages are meant to provide an opportunity for young South Sudanese entrepreneurs to network and

strengthen their businesses, thus enabling them to establish MSME linkages, explore investment opportunities and business relationships.

The Business-to-Business (B2B) events brought together 217 small businesses, linked 26 businesses as suppliers and retailers and created 4 business pools. 3 businesses have received business loans with commercial banks and 3 are processing registration documents in Rumbek. 3 local businesses were linked to the formal banking system whereas 2 others were able to open mobile money accounts to enhance business prospects and security of transactions in Yambio and Rumbek. 15 women owned businesses in Torit were supported in partnership with the Chamber of Commerce to receive loans from Nile Commercial bank in order to scale-up their businesses.



*Panelists from left to right: Secretary-General Chamber of Commerce Simon A. Deng, Managing Director Equity Bank, Dr. Addis Abeba Othow Akongdit, AU Special Envoy on Youth H.E. Aya Chebbi, C.E.O. Good Vibes Business Network, Deng Kon, Palm Africa Hotel, Juba (25 July, UNDP)*

During the B2B event, it was noted that the major constraint faced by the entrepreneurs lies mainly in a lack of finances and access to finance facilities to enable business growth. In all the locations, small linkages were formed with some businesses establishing contractual relationships for the supply of different products. International businessmen (Eritrea, Ethiopia, and Uganda) in South Sudan also participated in the events.

### **Indicator 2.1.2 Number of new micro- and small-scale enterprises (MSEs) created by supported youth**

A total of 53 small-scale enterprises (MSEs) have been supported with technical and financial support from UNDP. The project channeled 50 youth entrepreneurs (15 of the participants seconded from the innovation challenges) to benefit from global coaching, mentoring and networking and startup capital through the Tony Elumulu Foundation (TEF). The project is following up and directly engaging with participants as they engage in the development of their businesses and community-based organisations formed.

The project conducted 2 innovation challenges (Juba and Yambio) involving 110 youth participants (60- Juba and 50- Yambio). A total of 34 innovative ideas on food security were developed and presented during the two innovation challenges where six winners (three from Juba and three from Yambio) were selected for incubation. The 3 winners from Juba have already been organized and are being supported with seed grants to incubate their ideas with assistance from the Accelerator Lab of UNDP.

### Indicator 2.1.3 Proportion of trained youth engaging in livelihood and income-generating activities (individually or in groups)

The livelihoods skills training (1,049 youth currently enrolled) that started in December 2019 is ongoing. Information regarding this indicator will be tracked once the program records completed training batches and are deployed and supported in the income generating activities.

### Indicator 2.1.4 Number of youth-oriented facilities benefiting from clean energy solutions

Three youth facilities (Bor, Torit and Yambio VTCs) supported by the project are now powered by wind and solar energy. The VTCs were equipped with solar panels to provide electricity to power lighting and equipment within the centres, whereas the boreholes are powered by either by wind or solar energy.

### Human Interest Story

Yabang Emilia Moses, 36, lives with her husband, 4 children as well as with extended family. She attended the Entrepreneurship and Business skills training conducted by UNDP and she partnered with other individuals to form her tie and die business. Since the training, she managed to break barriers that limit women. As much as she runs her business, she also formed the Anika women's association which has 53 members and 12 volunteers. The association is mandated with fighting domestic violence among women and ensuring widows and single mothers in Yambio have business ideas and are making a return that would allow them to put food on the table as well as pay school fees for their children.



*Emeka selling some products produced by Anika at the Yambio Job Fair*

Emilia hopes to reach out to more women within Yambio and in other counties as well as register a trustee. Besides learning business skills Emilia says, "I feel indebted to UNDP following the empowerment they gave me. I felt the urge of reaching out to other women and empower them in ways I can that is why I formed Anika Association. In Anika we now produce soap, cooking oil and many other products which we sell".

## 4. Project Management

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The project has established its field presence in 5 locations, namely, Bor, Rumbek, Yambio, Torit and Juba. Field Coordinators were recruited and deployed in each of these locations and with the said project personnel provided with the necessary equipment (laptops, printers) and vehicles to enable them to effectively carry out their work. For operational cost-effectiveness, Field Coordinators were incorporated into the UNDP field offices to enable the cost-sharing of office space and administrative support with other UNDP projects operating in the states. The project also recruited a dedicated Monitoring and Evaluation Specialist based in the UNDP Country Office and is provided with technical and operational support and project management/leadership by the Human Development and Inclusive Growth Unit that is having overall responsibility for project implementation.

## 5. Cross cutting issues

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### a. Gender Results

Gender results	Evidence
<p><b>Gender result 1: Increased access to emergency assistance, alternative livelihood and employment opportunities for families in conflict and disaster-prone communities.</b></p> <ul style="list-style-type: none"><li>- 3,060 (1,361 women) reached with basic business planning and agri-business skills during the three job fairs.</li></ul>	<p><b>Evidence 1:</b></p> <p>Job fair reports</p>
<p><b>Gender result 2: Young men and women in Bor, Jubek, Rumbek, Torit, Bentiu, Aweil and Yambio are provided with vocational and entrepreneurial skills</b></p> <ul style="list-style-type: none"><li>- 1,409 (553 women) enrolled for vocational, technical and entrepreneurship training.</li></ul>	<p><b>Evidence 1:</b></p> <p>UNDP field staff reports, Implementing partners reports.</p>
<p><b>Gender result 2: Young men and women in targeted areas benefit from jobs, livelihood and income generating initiatives created through strengthened private sector enterprises and local value chains.</b></p> <ul style="list-style-type: none"><li>- 446 (38% women) participants attended the five business to business linkages events (150- Juba, 79- Torit, 68- Yambio, 82- Rumbek and 79- Bor).</li></ul>	<p><b>Evidence 1:</b></p> <p>B2B activity reports</p>



## b. Partnerships

- **Projects within UNDP:** The program works with projects and units within UNDP. In Torit, the project worked closely with the Peace and Community Cohesion (PACC) project and the Access to Justice and Rule of Law (A2J/RoL) project during the conduct of a youth engagement event in Toirt which brought together 94 youth members. Some of the participants of the youth engagement have been enrolled for vocational training.
- **UN Agencies:** The project collaborated and worked with other UN agencies in project implementation. The innovation challenge conducted in Yambio was undertaken in partnership with UNICEF. UNIDO was subcontracted to deploy its global experience in vocational training in raising the level of technical capacity and teaching quality in the four VTCs that is currently training 1,409 youths. The support is instrumental in meeting the target for vocational and entrepreneurial skills training.
- **NGOs:** The program works closely with local NGOs in the provision of sustainable livelihood skills training for 1,500 women in four locations Yambio (Star Trust Organisation- STO), Torit (Action for Recovery and Transformation- ART), Wau (Rural Community Development Initiative- RCDI) and Rumbek (Vocational Skills Development Organisation- VOSDO). Additionally, the program collaborates with international NGOs like Cordaid and SPARK in the conduct of job fairs.
- **Private sector organisations:** The project works closely with private sector organizations, specifically, Chambers of Commerce, banks, business networking companies, training/consultancy firm, etc. Good Vibes, a business networking company, was engaged in the organization of the Juba Business to Business linkage which mobilized and networked at least 150 companies. The project also engaged the Academy for Professional Development in the delivery of the training for vocational training teachers on competency-based curriculum which raised the level of teaching ability of teachers. Engagement with Equity Bank was conducted in the provision of coaching and mentoring in innovation challenges while a partnership initiative with Mgurush has initiated to extend the mobile money service to grassroots organizations and local households.
- **Government:** UNDP works closely with the government of South Sudan (GoSS). The project directly engages with the Ministries of Labour, Agriculture, Trade, and Youth at both national and state levels in providing guidance, direction, and support to the project. Through its close collaboration with government entities, Vocational Training Centres are made available to the project which provided the venue for institution-based skills trainings. The mobilization of youths targeted under the project was also made possible through tapping on government networks and reach.

- Partnership for Recovery and Resilience:** The program is working on the recovery and resilience front through its active involvement and engagement in the Partnership for Recovery and Resilience. UNDP contributed to the development of the State of Resilience in South Sudan Report, as well as, in facilitating the 2019 learning event where the experience of the project has been inputted. The project has been instrumental in facilitating PfRR coordination at local/state level through the Field Coordinators who are coordinating the pillar leads in Yambio and is providing secretariat and technical backstopping to the PfRR process in Torit.

### C. Strengthening National Capacity

Results achieved	Institution	National capacity strengthened
1) Standardization in the conduct and quality of vocational trainings	Ministry of Labour, Public Service, and Human Resource Development	Developed and updated 12 training modules for different trades
2) Improved capacity to deliver vocational skills trainings	Ministry of Labour, Public Service, and Human Resource Development	Rehabilitated 3 Vocational training centres (Torit, Bor and Yambio) to enable offerings for vocational skills
3) Digitization of employment opportunities and e-commerce	Ministry of Labour, Public Service, and Human Resource Development  Ministry of Trade Industry and East African Community Affairs	Online business and employment portals nearing development to enable easy access to jobs and business linkages
4) Private sector enhancement	Chamber of Commerce	Conducted five B2B Linkages events and three job fairs

## 6. Risk Management:

Risks	Mitigation Measures
<b>Political:</b> Changes in political leadership may impact the commitment to and ownership of projects by local governments.	The project continues to work closely with all levels of government to ensure ownership is institutional and not dependent on individual leaders.
<b>Political:</b> The breakdown of the most recent peace agreement could impact the government's ability to commit to development efforts.	The project continues to work closely with all levels of government to develop institutional capacity to deliver.
<b>Security:</b> The resumption of hostilities could prevent or hinder programme activities as well as access to programme locations.	UNDP has developed contingency plans. The programme is focused on hubs of peace and it supports stabilization and resilience.
<b>Financial:</b> Lack of access to micro-financing can hinder the successful establishment and running of businesses by beneficiaries trained by UNDP.	UNDP is linking-up businesses with financial institutions (thru B2B) and is establishing a partnership with Mgurush on mobile money transfer.
<b>Operational:</b> Delays in operational issues, such as procurement of start-up kits, may depress the benefits of the programme for trained beneficiaries.	UNDP will continue to prioritize the acceleration of procurement processes and other operational issues that may delay programme activities.

## 7. Challenges

This year, the project is essentially about mobilization and laying the foundation for a smooth project implementation. There were certain assumptions that proved to be challenging and required time to be addressed. First, the modules to be used for the conduct of vocational training required serious updating (last updating was in 2003) and while an attempt was made to have a ladderized approach with the technical education curriculum, the gap between vocational training and technical education proved insurmountable at this time that the said attempt failed and a dedicated approach to vocational training module development was embarked on by the project. However, the initiative for a ladderized approach took at least 4 months before it was called off by the Ministry of Labour.

Second, the rehabilitation of VTCs took time and therefore training had to wait until the facilities are in order and equipped. Not only were engineering assessments and planning carried out, but the engineering plans had to be redrawn due to budget limitations. The actual rehabilitation likewise took time as contractor had challenges bringing in materials due to the limited road network and poor state of infrastructure in the country. The project provided the

necessary technical and operational support to partners and contractors to have the said facilities completed and ready during the year.

Third, there was a delay in conducting the labour market study and agricultural value chain and natural resources management studies that could have informed the trainings well in advance. The failure in finding a responsive submission to undertake the labour-market study led to the said study being advertised multiple times. On the other hand, the inability of the contracted firm to deliver on the natural resource management study (also after at least 2 procurement processes) necessitated the termination of said contract by UNDP. The project, together with UNIDO, conducted its own local assessment and consultations with partners and stakeholders to ascertain the trades to be offered in the VTCs.

## 8. Lessons Learned:

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**Managing expectations:** There is a huge demand for livelihoods, jobs, and skills trainings. The project will be unable to meet all these expectations and so, it is important to manage the said expectations of communities and the government on the extent to which YEOP can remedy the country's difficult economic and labour market situation. In particular, the aspect of managing these high expectations from youths anticipating to get jobs during the job fairs must be addressed. Each State can only manage one job fair and services, jobs, skills development, and livelihoods must first be delivered before another job fairs can be conducted. Good practices like the one in Yambio where the database of registered youths is being used for common targeting by other partners offering livelihood skills development is being replicated in other areas.

**Nascent Private Sector:** The private sector in the country is still at a nascent stage. The number of companies operating and with the ability to absorb skilled youths is limited. The project needs to employ innovative means of assisting the private sector companies to grow and to hedge the risk by focusing on the development of agriculture and natural resource value chain.

**Flexibility and adaptability in project implementation:** Operating in South Sudan has its inherent challenges that are magnified due to the underdeveloped infrastructure and limited number of competent organizations operating under such conditions. Delays and setbacks are to be expected as in the case of getting good firms, contractors, etc. The project needs to always have a back-up plan and take immediate decisive action (like contract termination) in the event the primary approach is not working so as not to further delay project implementation.

## 9. Conclusions and way forward:

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This initial year of project implementation is a foundation phase that allowed for significant organization and mobilization initiatives to lay the ground for the smooth implementation of project activities. The development of standardized modules, the rehabilitation and equipping of VTCs, and the conduct of job fairs provided the capacity to deliver on standardized and quality vocational training and the training of the initial batch of 1,409 young men and women. Youth engagements and the elevation of youth entrepreneurs to benefit from continental and global interactions through the Tony Elumelu Foundation and Africa Connekt opened pathways and perspectives that empowered the South Sudanese youth to go beyond state and national boundaries and limitations and pursue their dream to make a difference in the global platform.

The project has touched on the critical need of youths for skills development, jobs, entrepreneurship, empowerment, and income. These needs and the resultant expectations from the youth are immense and may not be fully addressed by the project given its resource limitations, but a significant proportion will benefit, nonetheless. The conduct of job fair will be confined to Juba in the next year (2020) as the project continues to address the expectations of the youth participating in previous job fairs. The VTCs are in position to take in at least 2 more training cycles/batches in 2020 that will significantly produce at least 2,500 additional skilled youths in various trades that will support local industries and businesses. The number of private sector companies partnering with UNDP on job placements and internships are being increased to at least 100 in order to provide more employment opportunities and practical experience to trained young men and women that would enhance their employability. The trainings on agriculture and natural resource value chains will be enhanced and supported with start-up kits to create more businesses, employ more people, and fuel the entrepreneurial spirit of the youth. There will be more focus towards the getting more former combatants, PWDs, etc. to participate in the trainings and in finding employment opportunities as an affirmative action towards the most vulnerable.

Innovation will drive the orientation of the project moving forward. The digitization of employment opportunities and initiation of e-commerce through the two portals nearing completion will make business transactions and job search more transparent, accessible, and easier.

To ensure the sustainability of the said portals, it will be placed with the Ministry of Labour and the E-Commerce Hub in the Ministry of Trade to be administered by government personnel and to be part of the ministries' regular programs. Portal administrators will be deployed through UNDP support, to facilitate the marketing, population, and running of the said portals as it transitions to be part of the ministries' regular program. Partnerships will also be established with the Chambers of Commerce, business networks, and youth

organizations (youth union) to widen the ownership and utilization of the portals as a useful and effective tool to increase access and transparency to jobs and businesses.

Ideas will be encouraged and incubated and the youth will be supported to continue to find new solutions through fully operational innovation hubs in their locality. A national chapter of Africa Connekt – with linkages to state level youth organizations – will be established to consolidate the empowerment of the youth and afford them a voice not only in national and local decision-making processes but also in international youth engagements.

## 10. Financial Report:

Outputs / Activity Result		2019 - Budget	Cumulative Expenditures Netherlands 2019	Cumulative Expenditures UNDP 2019	Cumulative Expenditures	% Expenditures (Cumulative)
<b>Output 1: Young men and women in Bor, Jubek, Rumbek, Torit, Bentiu, Aweil and Yambio are provided with vocational and entrepreneurial skills</b>						
AR 1.2	Rehabilitate VTCs and one-stop business, placement and innovation centres in all locations.	397,000.00	213,165.00	0.00	213,165.00	53.69%
AR 1.3	Development of competency-based TecVoc modules	40,000.00	26,833.71	0.00	26,833.71	67.08%
AR 1.4	Undertake vocational skills training and mentorship of young men and women in market-linked trades, and entrepreneurial skills.	425,500.00	247,060.00	0.00	247,060.00	58.06%
AR 1.5	Provide vocational, technical and entrepreneurship skills training to 1,200 women in selected locations.	1,301,654.00	0.00	1,131,667.00	1,131,667.00	86.94%
AR 1.7	Establish and operationalise innovation centres, business incubators to fuel enterprise innovation; and business development hubs	97,000.00	52,664.83	6,300.00	58,964.83	60.79%

AR 1	Field coordination	244,000.00	323,650.00	0.00	323,650.00	132.64%
<b>Output 1 Sub-total</b>		<b>2,505,154.00</b>	<b>863,373.54</b>	<b>1,137,967.00</b>	<b>2,001,340.54</b>	<b>79.89%</b>
<b>Output 2: Technical vocational education and training (TVET) and university graduates have increased access to career development and employment opportunities.</b>						
AR 2.2	Establish and operationalise an employment portal and database in collaboration with the Ministry of Labour (MoL)	90,533.00	84,229.31	0.00	84,229.31	93.04%
AR 2.6	Support the state level chambers of commerce and relevant bodies in conducting job fairs in the target areas.	40,000.00	36,052.00	0.00	36,052.00	90.13%
<b>Output 2 Sub-total</b>		<b>130,533.00</b>	<b>120,281.31</b>	<b>0.00</b>	<b>120,281.31</b>	<b>92.15%</b>
<b>Output 3: Young men and women in targeted areas benefit from jobs, livelihood and income generating initiatives created through strengthened private sector enterprises and local value chains</b>						
AR 3.5	Provide innovation challenge awards to 50 innovation youth groups	171,721.00	0.00	194,322.33	194,322.33	113.16%
<b>Output 3 Sub-total</b>		<b>171,721.00</b>	<b>0.00</b>	<b>194,322.33</b>	<b>194,322.33</b>	<b>113.16%</b>
<b>Output 4 Effective Project Management</b>						
	Project Management	832,549.00	658,530.07	147,385.61	805,915.68	96.80%
<b>Sub Total Project Mngt</b>		<b>832,549.00</b>	<b>658,530.07</b>	<b>147,385.61</b>	<b>805,915.68</b>	<b>96.8%</b>
<b>Grand Total</b>		<b>3,639,957.00</b>	<b>1,642,184.92</b>	<b>1,479,674.94</b>	<b>3,121,859.86</b>	<b>85.77%</b>