

- Maintains the personal files of all TOKTEN Volunteers recruited under the project, ensuring that all official information and reports are properly kept and matters requiring further actions by concerned project officials are brought to their notice;
- Helps prepare contractual agreement letters for recruited TOKTEN Volunteers, keeps records of all serving Volunteers and supports Project Manager/Coordinator to carry out follow up actions on post extensions, renewals, and replacements;
- Supports TOKTEN volunteers claim their medical insurance from the company and maintains the inventory of such claims made by the Volunteers
- Process, in ATLAS, payments of entitlements of TOKTEN Volunteers, and other costs incurred on the TOKTEN Project with approval of appropriate authorizing officer
- Support TOKTEN Project Manager and National Project Coordinator (s) in preparing pre-assessment and in-country orientation for TOKTEN Volunteers.

ii. Logistical Support Functions:

- Provides logistical supports to arriving TOKTEN Volunteers (Airport pickup, accommodation, and exit arrangement upon completion of their assignment etc);
- Assist TOKTEN Volunteers in processing required government documents for their entry, stay and exit from the country;
- Help open bank account for the TOKTEN Volunteers;
- In consultation with the TOKTEN Project Manager/Project Coordinators prepare in-country travel authorizations for the TOKTEN Volunteers if they are required to do so as part of assignment;
- Support in providing Pre-assignment Briefing and In-country Briefing/Debriefing for TOKTEN Volunteers.
- Perform other duties that may arise from consultative review of this job description by UNDP Sudan.

Qualifications and essential professional competence:

- A university Degree in Social Science/Finance/Business Administration with strong professional background in office management; and
- At least five years of relevant experience in personal/financial administration in a reputed organization preferably in UN agencies is desirable.

Personnel Characteristics:

- Excellent interpersonal skills and multi-cultural experience.
- Ability to work in a team;
- Result-oriented, and ability to work under stressful condition.
- Ability to work effectively and independently, with minimal supervision, for meeting datelines.

Language Proficiency:

Fluency in English and Arabic is essential.

VII. Terms of Reference of Project Assistant (s) - (Located in the States)

Type of Contract:	Service contract
Grade Level	GS 5 /6
Duty Station:	(State of duty station to be determined)
Duration:	12 –months (renewable)
Starting date:	(to be determined)
Posts:	2 posts initially

The TOKTEN Project Assistant is a temporal position in the Full-fledged National TOKTEN Project Team as a member of the Regional Project Team. The incumbent will provide project operational (deployment of TOKTEN Volunteers), and advocacy support to the Area TOKTEN Project Coordinator at the state level. The length of contract and the number of incumbents to be recruited would depend on the scope and intensity of deployment of TOKTEN Volunteer in the states in the Northern and Southern Sudan respectively. The position is opened to only Sudanese nationals.

Supervision: The Area Coordinator will provide direct supervision to the TOKTEN Project Assistant.

Job Description: Each Project Assistant will perform the following supportive functions regarding implementation of TOKTEN Project at State Level:

i. Operational and Advocacy Functions:

- Functions as liaison person between the TOKTEN Project, concerned UNDP programs/projects, other project partners and the TOKTEN Volunteers to maintain a closer contact regarding the project matters in his/her duty station;
- Collects requests for TOKTEN Volunteers from prospective national institutions of his/her duty stations and helps Project Coordinator to process the requests
- Keeps records of all serving Volunteers and supports Project Coordinator to carry out follow up actions on extensions, renewals, and replacements of volunteer posts, if any;
- Supports TOKTEN volunteers claim their medical insurance from the company and maintains the inventory of such claims made by the Volunteers
- Carryout advocacy/awareness raising programs in the States/Region as per the direction of the concerned Project Coordinator of the Project;
- Support the project in preparing pre-assignment documents, and in-country orientation for TOKTEN Volunteers, and provide in-country orientation to TOKTEN Volunteers at the State Level.

ii. Logistical Support Functions:

- Provides logistical supports to arriving TOKTEN Volunteers (Airport pickup, accommodation, and exit arrangement upon completion of their assignment etc);
- Assist TOKTEN Volunteers in processing required government documents for their entry, stay and exit from the country;
- Perform other duties that may arise from consultative review of this job description by UNDP.

Qualifications and essential professional competence:

- A university Degree in Social Science/Finance/Business Administration with strong professional background in office management; and
- At least five years of relevant experience in personal/financial administration in a reputed organization preferably in UN agencies is desirable.

Personnel Characteristics:

- Excellent interpersonal skills and multi-cultural experience.
- Ability to work in a team;
- Result-oriented, and ability to work under stressful condition.
- Ability to work effectively and independently, with minimal supervision, for meeting datelines.

Language Proficiency:

Fluency in English and Arabic is essential.

VIII. Terms of Reference of Project Driver

Type of Contract:	Service Contract
Grade Level	GS 2/3
Duty Station:	(Juba / Khartoum, and other duty stations to be determined based on need)
Duration:	12 –months (renewable)
Starting date:	1 March 2007 for Khartoum duty station
Posts:	2 posts initially

The Project Driver is a temporary position in the Full-fledged National TOKTEN Project Team and based on availability of project vehicle. The incumbent will provides project transportation, clerical and logistics support to the project team in the duty station of location. The position is opened to only Sudanese nationals.

Supervision: The Area Coordinator or other delegated project staff will provide direct supervision to the Project Driver.

Job Description: The Project Driver will perform the following supportive functions regarding implementation of TOKTEN Project in the duty station:

- Drive office vehicles for the transport of authorized personnel within and outside the duty station, and providing of delivery of items relevant to the project;
- Responsible for the day-to-day maintenance of the assigned vehicle, checks oil, water, battery, brakes, tires, etc., performs minor repairs and arranges for other repairs and ensures that the vehicle is kept clean;
- Logs official trips, daily mileage, gas consumption, oil changes, greasing, etc.;
- Ensures that the steps required by rules and regulations are taken in case of involvement in accident;
- Perform other duties as required by the supervisor with respect to successful project implementation.

Qualifications and essential professional competence:

- Primary education, valid driver's licence, knowledge of driving rules and regulations and skills in minor vehicle repair.
- At least five years' working experience as a driver and a safe driving record.
- Experience working as a driver in regions outside project site including off-road driving;
- Experience with the UN or other international agency.

Personnel Characteristics:

- Excellent interpersonal skills and multi-cultural experience.
- Ability to work in a team;
- Result-oriented, and ability to work under stressful condition.
- Ability to work effectively and independently, with minimal supervision, for meeting datelines.

Language Proficiency:

Fluent knowledge of Arabic (Knowledge of English is an advantage)

**Annex 2: Independent Assessment Report on the Preparatory Assistance Phase of
TOKTEN Project**

**ASSESSMENT OF PREPARATORY ASSISTANCE
(PA) PHASE IMPLEMENTATION PROCESS**

**TRANSFER OF KNOWLEDGE THROUGH
EXPATRIATE NATIONALS (TOKTEN)**

Submitted to:

UNDP Sudan, Khartoum

Submitted by:

**Gopi K Sedhain
TOKTEN Consultant**

November 23, 2006

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1. INTRODUCTION

1.1 Background

The United Nations Development Program (UNDP) signed an agreement with the Government of National Unity Sudan in October 2005 to implement a "Preparatory Assistance" (PA) Phase of Transfer of Knowledge through Expatriate Nationals (TOKTEN) for six months with the objectives of i) to test the implementation of TOKTEN as a new approach in Sudan and draw lessons from vis-à-vis the national UNV and other types of volunteer programs; and ii) to formulate a gender and culturally sensitive, demand-driven TOKTEN Project Document for Sudan.

The pilot implementation of PA Phase of TOKTEN Sudan was started from 15 January 2006, initially for six months. The project was extended up to 31 October 2006 and expected to further extension until 14 January 2007 to avoid any transition between the pilot phase and the Full-fledged TOKTEN Project in Sudan. The UNDP has hired an International TOKTEN Consultant for two months for independent assessment of the implementation process of the PA Phase and facilitate the process of formulation of Full-Fledged TOKTEN Project Document for Sudan.

1.2 Objectives of TOKTEN PA Phase Assessment Mission

As per the Terms of References supplied by the TOKTEN Project Sudan the purpose of hiring the International TOKTEN Consultant is narrated as below:

- 1 Finalize discussion and agree with stakeholders on strategies to capitalize the expertise of Sudanese nationals in the Diaspora for peace building, recovery and development efforts;
- 2 Prioritize technical assistance needs with GoS, SPLM, UN Agencies and other partners, particularly related to peace-building, poverty reduction, sustainable livelihoods, governance and rule of law issues; and
- 3 Explore with main national stakeholders (Private Sector, the Secretariat of Sudanese Working Abroad, and Academia etc) new and innovative means for partnership and resource mobilization to supplement the Sudan TOKTEN approach, and to ensure sustainability.

1.3 Methodology

To meet the objectives in conformity to the Terms of References (ToR) of the assignment (Annex-1), the consultant has used a multi-pronged methodology for data collection. Given the nature of data required to validate the objectives of the assignment, considerable data were collected from the secondary sources. However, efforts were also made, where possible, to collect information from primary sources in order to validate and supplement the information collected from various secondary sources. The data collection methodology adopted by the consultant is briefly described below:

1.3.1 Desk study

The assignment begun with collection and review of the basic relevant documents under the premises of which the PA Phase of TOKTEN Sudan had been designed and implemented as well as examining the TOKTEN – PA Document, periodic project progress reports and other relevant mission reports on the TOKTEN PA Phase.

1.3.2 Consultations

Consultations were held with all the benefiting institutions of PA Phase and implementing partners, and other potential stakeholders including key UN agencies in Khartoum as part of the assessment mission and interacted with representatives of prospective benefiting institutions and project partners, mainly with key government officials in a bid to document their perceptions on TOKTEN Pilot Phase, identify priority areas requiring technical assistance from TOKTEN in Sudan.

Three field visits were subsequently organized to Kassala (13-15 October, 2006), South Kordofan State, Kadugli (16-17 October, 2006), and Southern Sudan, Juba (November 7-9, 2006). The interactive meeting with key officials of the State Government representing major Department Directorates and private sector

including NGOs in Kassala was coordinated by the Director General of the Directorate of Finance and Economic Planning, in Kadugli the meeting was coordinated by Mr. Lealem Berhanu, Head of UNDP Office Kadugli and held at the Directorate of Economic and Investment. Similarly, the consultative meeting in Juba was jointly organized by the Government of Southern Sudan and UNDP and coordinated by Ministry of Regional Cooperation of the Government of Southern Sudan. These interaction meetings held out side Khartoum provided a forum for discussions on the TOKTEN issues with the prospective benefiting Sudanese national institutions including key UN agencies, donors, private sector and NGOs involved in humanitarian services and development activities in Sudan and document their views, current areas of operations and priority needs for capacity building for national institutions through technical assistance in Sudan. The lists of institutions visited and persons consulted in Khartoum and lists of participants of consultative meetings held in Kassala, Kadugli and Juba are presented in Annexes -I1.

2. ASSESSMENT OF TOKTEN - PA PHASE IMPLEMENTATION PROCESS

Attempt has been made to assess the implementation process rather than enumerating the physical outputs targets achieved during the PA Phase. However, the same objective and outputs frameworks have been used for assessing the implementation process. Key findings of the assessment of PA Phase implementation of TOKTEN Project from 15 January to 31 October 2006 is briefly summarized below in the following three sub-headings:

2.1 PA Phase Target Outputs

- **PA Phase initialized:** Implementation of PA Phase was started off by hiring the International Project Manger from 15 January 2006. Other two national UNV staff namely: TOKTEN Operations Assistant and Development Research /IT Specialist were hired in February and April 2006, respectively.
- **Partnerships building:** Contacts with prospective benefiting national institutions, project partners including UNDP and other UN Agencies and potential stakeholders in Khartoum and South Sudan. Functional links established with MIC & SSWA in Khartoum, Ministry of Regional Cooperation of the Government of South Sudan, and Focal Points in select East and West States designated.
- **Development of project website and database:** Project website developed and basic information about TOKTEN Project Sudan has been posted on the project website.
- **Database on TOKTEN Sudan:** Database of more than 150 Expatriate Sudanese Nationals maintained.
- **Recruitment of TOKTEN Volunteers:** As on 31 October 2006, 8 TOKTEN Volunteer assignments completed, arrivals of 5 TOKTEN Volunteers awaited, and requests for 7 TOKTEN Volunteers are under process (Annex-1, Table-4).
- **Formulation of Full-Fledged National TOKTEN Project Document for Sudan:** Over 20 consultative missions/ meetings and presentations on TOKTEN Project held with concerned Project Partners in Khartoum, South Sudan, and other States in the South, East and North of Sudan. Periodic project progress reports and other mission reports prepared and lessons learned from the PA Phase implementation process documented and International consultant already hired and assumed work on project from 25th September 2006 and expected to complete the assignment in due date.

2.2 Management Structure and Approach

- **Management Structure:** he management structure of the PA Phase seems to be centralized and number of staff provisioned in PA Phase was also not sufficient to carryout the project activities in extensive way and limited in and around Khartoum State.
- **Implementation Modality:** DEX modality used in PA Phase is well justified under the prevailing post conflict situation of Sudan.
- **Duration of PA Phase:** Six months duration was very short for piloting the TOKTEN as new approach of technical assistance for capacity building project in Sudan and it is learned that the PA Phase of TOKTEN Project would be extended until 31 January 2007.
- **Coordination:** The project is being implemented in close coordination with all project partners and established a good working relationship with both partner Ministries of GONU and GOSS and benefiting institutions during the PA Phase.

- **Partnership with other Potential Stakeholders:** Limited partnerships established with a few UNDP projects and other UN agencies despite there are over 100 projects under implementation by various UN agencies in Sudan that have capacity development components to support national institutions.

2.3 Project Implementation Process

Project implementation process of TOKTEN PA Phase was reviewed and assessed in the following framework:

- **Project implementation procedures and guidelines:** Detailed procedures with necessary formats required for carrying out the key project activities have been developed, tested and used in the project.
- **Participation of benefiting institutions in project activities:** Explicit provisions made to ensure the participation of benefiting institutions in TOKTEN activities including the recruitment, deployment and monitoring and supervision of Volunteer assignments.
- **Duration of TOKTEN Assignments:** The average duration of TOKTEN Volunteers' assignment completed in the PA Phase was 1.5 month per assignment.
- **Average cost for TOKTEN Volunteer Assignments:** Average cost per completed TOKTEN Volunteer Assignment was US \$ 7357.00 which was an equivalent to US \$ 5,400 and 3,100.00 for the first month and subsequent months, respectively.
- **Characteristics of the TOKTEN Volunteers completing assignments:** Out of the seven TOKTEN Volunteers recruited so far, 5 had Ph D degrees with over 20 years of professional experiences. All the seven TOKTEN Volunteers recruited were male and there was a good mix of Volunteers recruited from the near and far Diasporas during the PA Phase of TOKTEN Sudan.
- **Monitoring and Supervision of TOKTEN PA activities:** Besides, Project Manager, both implementing partner and host institutions deploying TOKTEN Volunteers were involved in monitoring and supervision of the activities of the TOKTEN Volunteers. Interactions with concerned stakeholders revealed that majority of them were satisfied with the TOKTEN Volunteers' services.

3. LESSONS LEARNED FROM TOKTEN PA PHASE SUDAN

Based on the experience of pilot implementation of Preparatory Assistance (PA) Phase of TOKTEN Sudan from 15 January 2006 to date and extensive consultations with key stakeholders of TOKTEN PA Phase following lessons have been learned on various aspects of TOKTEN Sudan. These are briefly summarized as follows:

- The scope of the pilot phase, specially regarding advocacy and deployment of TOKTEN Volunteers is far greater than envisaged in the project document. The project has invested much time and extra efforts on these activities to achieve the project outputs. As the number of requests for TOKTEN Volunteers increases the workload for current staff will increase considerably beyond their capacity.
- Demand for TOKTEN Volunteers is influenced by level of awareness and clarity of the institutional mandates of the benefiting institutions. Targeted advocacy and media campaigns will increase awareness and sustain the interest on TOKTEN Project in Sudan.
- TOKTEN Project fits perfectly into the strategy of area based operations of UNDP national programs and projects being implemented in Sudan. A flexible area-based organization and management structure of TOKTEN Project with provision of adequate project staffing would enhance the project outputs covering the targeted areas in both Southern and Northern Regions of the country.
- The cost effectiveness and quick processing of requests for TOKTEN Volunteer service by benefiting institutions would increase the demand for TOKTEN Volunteers, especially assignments requiring high level of professional expertise rather than gap filling posts.
- Duration of TOKTEN assignments vary with types of volunteer services requested by benefiting institutions and the availability of time of potential TOKTEN Volunteer candidates to be recruited.
- The one-to-many approach of capacity building support to academic institutions has helped in increasing the spread of beneficiary institutions. For instance, more than 20 academic, research and public institutions as well as private companies across Sudan have benefited from the three TOKTEN assignments provided to the Faculty of Forestry, University of Khartoum.

- The TOKTEN Project has established very good links with both project partners and prospective benefiting national institutions during the PA Phase. Positive attitude of implementing partners and stakeholders, especially the benefiting institutions towards TOKTEN Project has expanded both the scope and area coverage beyond the existing capacity of the PA Phase to manage the activity at national level.
- Despite having capacity building provisions of majority of the UN agencies limited collaboration and partnerships existed with TOKTEN Project in the PA Phase. However, majority of the UNDP and other UN agencies involved in peace building and development in Sudan are seem to be sensitized towards TOKTEN activities and shown keen interest to have partnerships with TOKTEN Project Sudan. However, the effective cooperation and partnerships with other UNDP Projects and other key UN agencies for mobilizing resources will depend on the initiative of UNDP management.
- Expatriate Sudanese nationals have been organizing themselves into their professional organizations in different countries and many more are coming up in some countries. These organizations could serve as one of the reliable information sources for TOKTEN to provide necessary database of interested professional members who could be potential TOKTEN Volunteers.
- A number of agencies such as SSWA, IOM, SKILLS, VEGA, AED, etc. have been implementing similar initiatives to TOKTEN Project, especially in Southern Sudan with different purposes and objectives. There is no coordination among these agencies and would create confusions among the concerned stakeholders, particularly to the potential expatriate Sudanese nationals in the Diasporas interested to volunteering to their home country. Probably, TOKTEN should encourage the respective government suppliers play the coordinating role for these agencies.
- The strategies of building mutual trust with implementing partners through advocacy and coordination, partnerships with other stakeholders, and involvement of benefiting institutions in project activities directed at enhancing national ownership are critical for increasing the acceptance of TOKTEN approach as an effective technical assistance for capacity building to prospective national institutions.
- Coordination with relevant UNDP Projects is a must for effective implementation of TOKTEN project activities. The experience of TOKTEN PA Phase has not been satisfactory in this aspect. Defined roles and responsibilities of respective project Team Leaders and Heads of the UNDP Offices in the Regions/States and their informed participation in TOKTEN project helps better coordination with the other UNDP projects in the areas.
- Experience of PA Phase has revealed that the overall response to TOKTEN Project from the prospective benefiting institutions in the Southern Sudan is considerably poor. In order to bring the Southern Sudan to equal footing to national level adequate provisions for region-specific targeted advocacy and awareness raising programs will be included in the design and management of the Full-Fledged TOKTEN Project.
- Although TOKTEN scheme is neither a repatriation nor an employment scheme for expatriate Sudanese nationals in the Diaspora. However, TOKTEN Volunteers are being paid a lump sum living allowances. The living expenses in some of States of Sudan, particularly in Southern Sudan it is extremely high and the current VLA paid at US \$100.00 per day needs to be revised to adjust the cost of living in the particular region within Sudan.
- Despite continued advocacy and technical back stopping provided to the potential benefiting institutions, response from the Southern Sudan has been very slow. The uncertainty for demand and time lag for receiving a request for TOKTEN Volunteers from the targeted beneficiary institutions will remain a major challenge even for the Full-Fledged TOKTEN Project.
- The benefiting institutions have recognized TOKTEN Project as an innovative approach for capacity building of Sudanese national institutions. This positive response from benefiting institutions would create high demand for TOKTEN Volunteers requiring substantial amount of funds to deploy expert volunteers in future.
- TOKTEN scheme is considered a sensitive issue both within and outside Sudan in the post-conflict situation. Some of the government officials, particularly in Southern Sudan are not in favor of TOKTEN approach. Therefore, adequate precautions need to be taken while dealing with issues with prospective national institutions by TOKTEN Project

4. RECOMMENDATIONS FOR FULL-FLEDGED TOKTEN NATIONAL PROJECT

Based on the lessons learned from the review and assessment of the process and progress of pilot PA Phase implementation and consultations of key stakeholders of TOKTEN Sudan, following recommendations have been made for incorporation into the Full-Fledged National TOKTEN Project Document for Sudan:

- Organization and Management structure of Full-Fledged TOKTEN Project should be based on area approach of operations so as to cover the potential states by project activities.
- The existing project website needs to be improved so that potential candidates in the Diasporas can send their applications online and adequate database of expatriate Sudanese nationals be stored in the website.
- The TOKTEN Project should work with all agencies involved in repatriation, reintegration, and rehabilitation of IDPs, and Refugees in Sudan and Sudanese Diasporas living abroad, and their representative organizations both within and outside Sudan for exchange of database on expatriate Sudanese nationals in the Diasporas.
- In order to improve the overall level of awareness of concerned project stakeholders on the TOKTEN Project, particularly in Southern Sudan and other war affected States of Sudan, separate Advocacy Assistant should be hired to provide technical backstopping to the prospective benefiting national institutions across the country.
- A combination of Multi-Mass-Media Approach of advocacy and awareness interventions should be used to reach out to the potential benefiting national institutions across the country in a cost-effective and efficient manner.
- The relationships with benefiting institutions and the TOKTEN Project has been very cordial with the deployment of TOKTEN Volunteer experts during the PA Phase, adequate precaution should be taken to maintain such relationships with all the prospective benefiting national institutions.
- Besides MIC of GONU and MRC of GOSS, Secretariat of Sudanese Working Abroad (SSWA), United Nations Association- Sudan and selected Associations of Expatriate Sudanese Nationals abroad should be mobilized for improving the quality of project outputs.
- TOKTEN Project should work in close cooperation with other agencies like SKILLS, AED, and VEGA etc. which have their on-going projects similar to TOKTEN project in Southern Sudan. The TOKTEN Sudan should develop some kind of partnership with these agencies for possible mode of cooperation and partnerships and avoid duplication of works.
- UNDP management should workout partnership frameworks to mobilize the resources for TOKTEN initiative, particularly with selected UN agencies, donors, and international NGOs involved in similar initiatives to TOKTEN in Sudan for enhancing the project outputs.
- National presence of UNDP has contributed to introduce TOKTEN Project in Sudan and the project has established contacts with most of the agencies implementing similar capacity building initiatives both at regional and national levels in Sudan. There is good prospect for TOKTEN to build partnerships with other agencies for mobilizing the resources on case-by-case basis. UNDP management should initiate a dialogue with relevant UN agencies, major donors, Sudanese Government and Private Sector including foreign NGOs having capacity building program to create a “Basket Funds” for sustainability of capacity building program for Sudan.