



# FINAL NARRATIVE REPORT

**South Sudan**

Thematic window  
Youth, Employment and Migration

**Programme Title:**

UN Joint Programme on Creating  
Opportunities for Youth Employment in South  
Sudan

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August | **2013**

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# Prologue

The MDG Achievement Fund was established in 2007 through a landmark agreement signed between the Government of Spain and the UN system. With a total contribution of approximately USD 900 million, the MDG-Fund has financed 130 joint programmes in eight Thematic Windows, in 50 countries around the world.

The joint programme final narrative report is prepared by the joint programme team. It reflects the final programme review conducted by the Programme Management Committee and National Steering Committee to assess results against expected outcomes and outputs.

The report is divided into five (5) sections. Section I provides a brief introduction on the socio economic context and the development problems addressed by the joint programme, and lists the joint programme outcomes and associated outputs. Section II is an assessment of the joint programme results. Section III collects good practices and lessons learned. Section IV covers the financial status of the joint programme; and Section V is for other comments and/or additional information.

We thank our national partners and the United Nations Country Team, as well as the joint programme team for their efforts in undertaking this final narrative report.

MDG-F Secretariat

# FINAL MDG-F JOINT PROGRAMME NARRATIVE REPORT (DRAFT)

<b>Participating UN Organization(s)</b> <ul style="list-style-type: none"> <li>• <i>ILO (Coordinating Agency)</i></li> <li>• <i>IOM</i></li> <li>• <i>FAO</i></li> <li>• <i>UNDP</i></li> <li>• <i>UNAIDS/UNESCO</i></li> <li>• <i>UNFPA</i></li> <li>• <i>UNICEF</i></li> <li>• <i>UNIDO</i></li> <li>• <i>UNOPS</i></li> </ul>	<b>Sector(s)/Area(s)/Theme(s)</b> Youth Employment and Migration
<b>Joint Programme Title</b> UN Joint Programme on Creating Opportunities for Youth Employment in South Sudan	<b>Joint Programme Number</b> MDGF 1888 H SDN
<b>Joint Programme Cost</b> <b>[Sharing - if applicable]</b> <b>[Fund Contribution):</b> USD \$8,999,998  <b>Govt. Contribution:</b> USD  <b>Agency Core Contribution:</b> <b>Other:</b> <b>TOTAL:</b> USD	<b>Joint Programme [Location]</b>  <b>Region (s):</b> Africa  <b>Governorate(s):</b> Republic of South Sudan  <b>District(s):</b> National
<b>Final Joint Programme Evaluation</b>  <b>Final Evaluation Done</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <b>Evaluation Report Attached</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <b>Date of delivery of final report</b>	<b>Joint Programme Timeline</b>  <b>Original start date</b> March 2010 <b>Final end date</b> 31 December 2012

### **Participating Implementing Line Ministries and/or other organisations (CSO, etc)**

- **Ministry of Culture, Youth and Sports**
- **Ministry of Labour, Public Services and Human Resource Development**
- **Ministry of Education and Instruction**
- **Ministry of Gender, Children and Social Welfare**
- **Ministry of Agriculture Forestry Cooperative and Rural Development**
- **Ministry of Commerce, Industry and Investment**
- **Ministry of Animal Resource and Fisheries**
- **South Sudan Disarmament, Demobilisation and Reintegration Commission**
- **National Bureau of Statistics**
- **South Sudan Youth Union**
- **PLAN South Sudan**
- **ADRA**
- **DED/GIZ**
- **Don Bosco Vocational Training Centre**

## I. PURPOSE

- a. Provide a brief introduction on the socio economical context and the development problems addressed by the programme.



*Ali Osman Taha and Dr. John Garang exchanging copies of Comprehensive Peace Agreement in 2005, Nairobi, Kenya*

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ecture, with a UN Country Team in Khartoum and a UN Management Team based in Juba which worked directly with the Government of Southern Sudan. While north and south ministries operated autonomously, they were mandated to coordinate activities. The joint programme operational and coordinating structure sought to respond to this complex national context. The participating UN agencies in the Joint Programme strived to achieve a common goal through working directly with partners in both north and south thereby 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 the north and the south sought to be coordinated and share lessons learned. To support national efforts in both the north and the south, a coordinating agency was appointed for each of the respective 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 the coordinating agency by the UN Country Team, while ILO was selected to take the same role in the south.

The 2005 Joint Assessment Mission (JAM) report identified the promotion of productive sectors as a key priority for sustainable development. The Interim Constitution of Southern Sudan (2005) stated that both the GoSS 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 abuse; and empower the youth to develop their potential'*. Moreover, the Government of National Unity (GoNU) five-year strategic plan (2007-11) included the need that: *'...both northern and southern Sudan, recognize that the alignment of vocational training and education outputs to labour market needs will increase employment opportunities'*. In addition the then GoSS stated that 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 development of the nation'*(GoSS Policy Statement 2006).

It was against this background that the UN Joint Programme on Creating Opportunity for Youth Employment in Sudan was initiated under the leadership of the Federal Ministry of Culture, Youth, which at the same time acted as the national focal point in the North. The Ministry also functioned as the focal point for arranging the National Steering Committee. Meanwhile, the Federal Ministry of Labour played a technical advisory role with regard to the development of national and state youth employment action plans. In Southern Sudan, the Ministry of Labour, Public Services and Human Resources Development and the Ministry of Culture, Youth and Sports were allocated similar functions to be the national focal points for the joint programme, with the Ministry of Labour playing a technical advisory role.

- b. Joint outcomes

The overall objective of the UN Joint Programme on Creating Opportunities for Youth Employment in Sudan was to improve youth employment opportunities. To achieve this objective the JP identified the following three key outcomes:

1. **Outcome 1:** Employment creation for migrant youth is mainstreamed in to national development framework
2. **Outcome 2:** Policies and measures are in place to help young returnees enter and remain in the labour market
3. **Outcome 3:** Innovative interventions to create concrete employment and training opportunities for the youth developed and implemented in six states

**c. Explain the overall contribution of the joint programme to National Plan and Priorities**

The JP in South Sudan made significant contributions to mainstreaming youth issues into the national development framework, policy, and strategies. Of note are the contributions that the JP made to the inclusion of cross-cutting youth empowerment issues under the four pillars of the South Sudan Development Plan<sup>1</sup> (SSDP), the guiding framework for all development activity in the new nation. The below table highlights key youth issues included in the different SSDP pillars:

<b>SSDP - Development Pillar</b>	<b>SSDP strategy for youth</b>
Governance	Continue support to the Youth parliament. Train political parties, civil society and media forums in multi-party democracy, good governance, and gender and youth empowerment.
Economic Development	Improve producers' agri-business skills (youth and women self-help groups and cooperatives)
Social & Human Development Pillar	Establish the Payam <sup>2</sup> Youth Service which will involve young people in national development actions on health and literacy campaigns and organize cultural and sporting events at the Payam level.
Conflict Prevention and Peace Building	Continue Disarmament Demobilization and Reintegration (DDR) programmes. Prioritise schools for mine clearance to ensure safety for learning.

The JP also contributed to the development of the South Sudan Youth Policy. In this regard the JP, in collaboration with the UNICEF LEAD project, facilitated the establishment of a task force composed of representatives from the Government, UN agencies, development NGOs and youth associations who jointly collaborated in the preparation of the Youth Policy. In addition the JP was able to influence inclusion of the "Payam Youth Service" (national volunteer service) as one of the top 19 South Sudan Development Plan priorities. At the sector level the JP contributed significantly to the development of the country's first National Cooperative Development Strategy. Furthermore, the JP played a leading role in ensuring that youth issues were included in the United Nations Development Assistance Framework (UNDAF) and UN Peace Building Support Plan.

**d. Describe and assess how the programme development partners have jointly contributed to achieve development results**

<sup>1</sup>The Southern Sudan Development Plan (SSDP) is a three year medium term transitional strategy for achieving security, development, economic growth, and poverty reduction in South Sudan. And will guide the GoSS and development partner resource allocations and development priorities post 2011.

<sup>2</sup>"Payam" is an intermediate administrative level of Local Government mandated to coordinate between the county and the Boma which is the lowest administrative the local government setup in South Sudan

The “jointness” of the JP on Creating Opportunities for Youth Employment was defined at the outcome level; different partnering agencies contributed to the achievement of a certain JP outcome(s). However, ‘outcome’ is a broad development result to which no individual UN agency can claim attribution. Several UN agencies may contribute to a common outcome as a matter of course without the need of a joint programme. On the other hand, an output is a specific short-term result to which full attribution can be claimed on the basis of specific interventions. In that regard, a joint programme is a situation where two or more UN agencies are contributing to the same output and can all claim partial attribution.

Evidence of good practice in this regard by the JP includes: (i) the support given to the national government by ILO, UNICEF and UNIDO towards the development of a Technical and Vocational Education and Training (TVET) policy, curricula and standardization, and (ii) support to the Labour Force Survey in which ILO provided technical assistance on the survey concept, questionnaire design, etc. and UNDP supported pre-testing, training and data cleaning. UNDP, UNICEF, FAO, ILO and UNIDO also all contributed to the development of functional literacy training manuals through the pooling of resources, allocating the task to UNESCO who prepared a set of four functional literacy training manuals.

## II. ASSESSMENT OF JOINT PROGRAMME RESULTS

### a. Report on the key outcomes achieved and explain any variance in achieved versus planned results. The narrative should be results oriented to present results and illustrate impacts of the pilot at policy level)

Employment creation for youth has been mainstreamed into the national development framework. The main thrust and implementation strategy for this outcome was to intervene at policy level to enable and facilitate the development of an enabling environment and institutional capacity for creating opportunities for youth employment at the level of the duty bearers.

Three participating UN agencies contributed to this outcome – ILO, UNDP and UNICEF. While approximately 8% of the total JP budget was spent on this outcome, the independently conducted End of Programme Evaluation found that it is where the JP’s most significant and strategic achievements were made.

For example, the JP supported the development of a rapid survey approach on livelihood, skills and market opportunities assessment. This was carried out in five locations. The assessment used the Training for Rural Economic Empowerment (TREE) model that was developed by ILO in 2009. The methodology significantly improved on the systems previously used by training providers in South Sudan. One of the innovative approaches employed was the use of the smart mobile phone technology to undertake the surveys.

The JP also commissioned a comparative analysis report<sup>3</sup> of 24 market assessments undertaken by eight agencies and supported the development and publication of a Manual for Conducting Market Assessments. These documents will be housed on the website of the National Bureau of Statistics (NBS) for future reference and use.

Furthermore, the JP supported the GRSS and State Directorate of Cooperatives to develop and produce a National Strategy for Cooperative Development, which was launched as part of the 2012 International Year of Cooperatives. The strategy takes a broad-based and inclusive approach to all forms and types of economic associations – cooperatives, producer associations, and formal and informal women’s, youth and farmers’ groups. The framework seeks to articulate a pro-poor and inclusive development approach as outlined in the economic foundations section of the South Sudan Development Plan.

### b. In what way do you feel that the capacities developed during the implementation of the joint programme have contributed to the achievement of the outcomes?

JP-participating organizations made investments to contribute to awareness-raising and piloting the transfer of knowledge and know-how on non-formal adult education approaches to youth empowerment (functional literacy, Y-PEER reproductive health, HIV & AIDS and youth-to-

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<sup>3</sup>*Creating an Evidence Base for Effective Vocational and Livelihoods Training: A Comparative Analysis of Twenty-four Market Assessments throughout South Sudan*, Forcier Consulting for the UN Joint Programme on Youth Employment and the ILO, February 2013

youth techniques, farmer field schools, and business awareness and start-up skills) to national and sub-national government, NGOs and youth and women's associations. While these non-formal approaches to youth empowerment have been employed in many other countries and locations, they were new within the context of South Sudan. The JP provided a means for these approaches to be tested and adapted in order to fit the local context. These methodologies have provided government and civil society organizations with an affordable and fast-track set of techniques for scaling-up approaches to youth employment and empowerment that complement the formal education and vocational training delivery system.

- c. **Report on how outputs have contributed to the achievement of the outcomes based on performance indicators and explain any variance in actual versus planned contributions of these outputs. Highlight any institutional and/ or behavioural changes, including capacity development, amongst beneficiaries/right holders.**

Section b above outlines the approach to non-formal adult education introduced to South Sudan by the JP. The decision to move away from formal education and vocational training was arrived at through the participatory approach adopted by the joint UN and government inception mission at the start of the JP (April-June 2010). Some 344 participants (277 males and 117 females) were consulted by the inception mission in five states. This led to a shift in both activities and budgets so as to better align with national and state priorities and reduce JP agency duplication and overlap. Over \$1.1m of funding was re-programmed based on: (i) *a shift in strategy* from geographic targeting of States to demonstration activities in labour markets: urban, rural and pastoralist livelihoods; (ii) *a shift in focus* from particular youth interest groups to inclusiveness – all marginalised young men and women; and (iii) *a shift in activities* from formal education and vocational training to quick non-formal education with no educational barriers.



*Wau Youth Training Centre, renovated through YEP in 2010*



This resulted in five youth and women's training facilities being renovated and improved – two Ministry of Youth training centres (Wau and Juba), two youth association centres (Kwajok and Akobo) and one women's centre and market. Under the original project proposal the funds were to be used to build a feeder road using labour-based approaches. Under the inception mission revision the funds were directed towards labour-based approaches to renovation and extension of youth and women's

training and livelihood facilities. These facilities were then used by the JP to deliver various training and livelihood activities to a more inclusive group of vulnerable young men and women. The shift to non-formal adult education approaches also enabled JP participating agencies to increase the overall beneficiary target numbers from 2,500 to 4,244 beneficiaries (2,843 males and 1,401 females).

- d. **Who are and how have the primary beneficiaries/right holders been engaged in the joint programme implementation? Please disaggregate by relevant category as appropriate for your specific joint programme (e.g. gender, age, etc)**



The initial design of the joint programme aimed to: (i) provide skills development and livelihood opportunities for youth aged between 15 and 30 years in both Northern and Southern Sudan; and



*Launch of South Sudan National Cooperatives Strategy, supported under YEP, in Juba, May 2012.*

(ii) to address the post-conflict circumstances of migrant youth, returnees and demobilized soldiers, including women and children associated with armed forces and armed groups. Given the gap between the formulation of the JP in 2007-08 and the start of implementation in South Sudan in 2010 there was significant change in the development context. The inception mission resulted in a revision of some of the JP activities and approach. The major revision of the approach was: (a) shifting

the focus from specific States to labour markets – urban, rural and pastoralist livelihoods; (b) shifting the focus from

target groups such as Internally Displaced Persons (IDPs), returnees, ex-combatants and children associated with armed forces to an inclusive approach focusing on all youth; and (c) shifting from Accelerated Learning Programmes<sup>4</sup> (ALP) to vocational and life skills training.



*Youth engaged in renovation of Juba Youth centre: an activity carried out by UNOPS using the on-the-job training approach in 2010*

The JP was able to reach over 4,244 beneficiaries (2,843 males and 1,401 females) giving a ratio of two males to every one female. The project document target was 2,500 beneficiaries. This increased number was able to be achieved because the project shifted its strategy and focus from a formal education and vocational training approach to one that was inclusive of a range of vulnerable young men and women who comprise the majority of the youth labour market in South Sudan and who have little or no education due to years of war.

The JP was able to engage with a wide range of beneficiaries spanning from

national and sub-national levels through to urban and rural training facilities and downwards to neighbourhood marketplaces and farmer fields. Commencing with the inception mission where 344 participants (227 male and 117 female) contributed to influencing the reshaping of the JP to a more inclusive approach that emphasised quick impact activities with no educational barriers.

At national policy level, beneficiaries from both central and state levels actively participated in the consultation processes that led to the preparation of the National Cooperative Development strategy involving 134 co-operators and policy makers (116 males and 18 females) and the development of the draft Youth Development policy (64 males and 34 females); while the TVET strategy and curricula development also used a participatory approach with 84 TVET specialists and policy makers (63 males and 21 females) directly engaged in this work. Awareness and knowledge sharing on the employment-intensive approaches to public works was provide to 41 government engineers and small construction contractors for all 10 states and national ministries (35 males and 6 females).

Innovative interventions to create employment and training opportunities for youth were developed and implemented under this outcome. Both IOM and UNOPS undertook on-the-job construction training for 613 youth (527 male and 86 female). They benefited in two ways: (i) obtaining short-term employment (7,887 paid labour days); and (ii) obtaining on-the-job skills. FAO trained 300 beneficiaries (144 males and 156 females) in farmer field schools that focused

<sup>4</sup>ALPs is a formal education approach that compacts the 8 year primary schooling curricula into 4-years.

on improving agricultural production. UNFPA was able to reach 326 youth (177 male and 149 females) using the Y-PEER youth-to-youth approach to reproductive health and youth empowerment while literacy and numeracy skills were provided to 511 ex-combatants (301 males and 201 females) by IOM. Short Technical and Vocational Education and Training (TVET) courses in welding, electrics, mechanics, computing, hotel management, catering, fishing and processing 'lulu' were made available to 1,115 youth (760 males and 355 females) by a group of agencies – UNIDO, UNICEF, ILO and FAO. Business training – own account workers and cooperatives – was provided to 600 youth and extension workers (371 males and 229 females).

**e. Describe and assess how the joint programme and its development partners have addressed issues of social, cultural, political and economic inequalities during the implementation phase of the programme:**

**a. To what extent and in which capacities have socially excluded populations been involved throughout this programme?**

From the outset, an inclusive and participatory approach to implementation was taken by the JP, ensuring that interventions reached all relevant populations, including the socially excluded. To this end, the JP inception mission: (i) shifted the implementation strategy from geographic targeting of States to three broad labour markets: urban (mainly informal); rural and pastoralist livelihoods; and (ii) shifted the focus from particular youth interest groups to inclusiveness – all marginalised young men and women. In addition, educational barriers to JP access were removed through focussing on quick activities with no educational barriers. The original project document made reference to rural youth violence, in particular pastoralist youth. The re-focused JP shifted activities to include pastoralist youth.

**b. Has the programme contributed to increasing the decision making power of excluded groups vis-a-vis policies that affect their lives? Has there been an increase in dialogue and participation of these groups with local and national governments in relation to these policies?**

The JP sought to provide an opportunity for young men and women to become involved in decision making with regard to policies that impact on youth empowerment. In this way, youth participation was encouraged in the following GRSS policy consultations: National Youth Development Policy; National Cooperative Development Strategy; Education Sector Strategic Plan and Labour bill. At the state level, the JP supported youth and women's association participation in the Jonglei and Warrap State strategic plans.

**c. Has the programme and its development partners strengthened the organization of citizen and civil society groups so that they are better placed to advocate for their rights? If so how? Please give concrete examples.**

**f. Describe the extent of the contribution of the joint programme to the following categories of results:**

**a. Paris Declaration Principles**

The MDG-F operates through the UN team in each country, promoting increased coherence and effectiveness in development interventions in line with the Paris Declaration and the Accra Agenda for Action. The Paris Declaration is founded on five core principles: **ownership, alignment, mutual accountability, result, and harmonisation**. These five core principles were born out of decades of experience of what works for development, and what does not. The MDG-F encourages collaboration among UN agencies. The Fund uses a joint programme mode of intervention.

**Ownership:** the JP was formulated during the CPA period with the Federal Ministry of Culture, Youth and Sports as the national focal point for the programme. Since the Government of Southern Sudan (GoSS) was not adequately involved in the formulation phase it did not agree with a number of aspects of the JP initial proposed intervention. The JP was therefore not approved by the GoSS Inter-Ministerial Appraisal Committee

(IMAC) because some of the activities were inconsistent with government priorities. The UN duly responded by setting in motion the process of obtaining IMAC approval, followed by an inclusive UN and government Inception Mission which revised some of the JP activities and approach to better fit with national and state level priorities. This process, and the resulting adjustments, significantly increased the overall level of national ownership.

**Alignment:** At the time the JP on Youth Employment was formulated and reshaped, South Sudan had no national development plan and only a few states had State Strategic Plans. Nevertheless, the JP was well-positioned as a result of the interest raised by the Programme and GRSS partners, so that when the development planning process commenced in early 2011 it was possible to strongly advocate for the inclusion of youth and employment issues. In this way, the JP is highly aligned to the national priorities determined by the South Sudan Development Plan and the Interim Constitution of South Sudan.

**Mutual accountability:** The JP used a direct implementation modality (DIM), with the budget allocated directly to each UN partnering agency. UN agencies were, however, required to provide narrative and financial reporting to the JP Programme Management Committee (PMC) on a quarterly basis. Although most agencies were quite consistent in sharing narrative and financial reports, some UN agencies were not and, during the mid-term evaluation, some GRSS institutions noted that a number had not provided complete information about: (i) budget allocation, and (ii) financial reports.

**Harmonization:** There are a number of agencies and NGOs working in the field of creating youth employment opportunities and the JP, through its TVETE Adviser worked with GRSS Ministries of Labour, Youth and Education to try to coordinate activities in terms of harmonization, standardization and greater collaboration. For example, Japanese International Cooperation Agency (JICA) has been working since 2007 in vocational training through the implementation of a project for the improvement of basic vocational skills; Don Bosco runs the largest NGO vocational training centre in the country; PLAN International has been executing a BEST (basic employability skills training) programme; Save the Children supports a number of youth vocational training centres, while a number of other NGOs have short vocational skills training as part of their livelihood activities. The JP has worked in collaboration with a set of vocational training providers to provide added value and avoid duplication.

- **Leadership of national and local governmental institutions**

The Ministry of Culture, Youth, and Sports and the Ministry of Labour Public Service and Human Resources Development were the JP national focal points. Both ministries played a critical role in providing overall leadership and oversight during the JP implementation, including as chair of the Programme Management Committee (PMC) and National Steering Committee (NSC). Since the JP was implemented at the sub-national level, State Ministries of Youth and Sports were engaged in additional State Youth Committees, while County Commissioners and traditional authorities were also essential in moving the programme forward.

- **Involvement of CSO and citizens**

During implementation the JP worked in close collaboration with the South Sudan Youth Union, youth and women's groups. These and other civil society organisations were engaged both during the inception mission and when UN agencies and NGO partners executed their activities. A high level of youth and women's participation was achieved in both Jonglei and Warrap States, where two youth and local economic recovery specialists were deployed to coordinate youth activities through the State youth associations and women's unions.

- Innovative elements in mutual accountability (justify why these elements are innovative)

## **b. Delivering as One**

- **Role of Resident Coordinator Office and synergies with other MDG-F joint programme**

The role of the UN Resident Coordinator in the joint programme was critical, especially with regard to leadership and coordination. The Resident Coordinator was the co-chair of the South Sudan Programme Management Committee (PMC) and, following independence, also the National Steering Committee (NSC). Both committees are higher level management and oversight bodies mandated with overall coordination and oversight of the joint programme and for ensuring the necessary arrangements for quality assurance are functioning. The UN Resident Coordinator played a key role during the inception phase of the JP by supporting the re-prioritisation of activities, including the revision of budgets so as to increase programme coherence and remove overlapping activities.

- **Innovative elements in harmonization of procedures and managerial practices (justify why these elements are innovative)**

N/A

- **Joint United Nations formulation, planning and management**

The implementation of the JP coincided with the beginning of the Sudan UNDAF 2009-2012. The UNDAF was prepared through a process corresponding to the “one country two systems”. While priorities were first developed in working groups in both Northern and Southern Sudan, they were harmonized in a joint workshop with all partners. As such, a number of overarching goals were identified reflecting the common challenges, including a willingness to build bridges and work in partnership to address the challenges of sustaining the peace and rebuilding the country after 22 years of conflict.

The UNDAF recognized that South Sudan started from a much lower baseline and that capacity building strategies would have to take this into consideration. The UNDAF *Outcome which both North and South partners sought to work towards under the JP was: “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 also contributed 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”*.

### III. GOOD PRACTICES AND LESSONS LEARNED

- Report key lessons learned and good practices that would facilitate future joint programme design and implementation**

#### **Lessons learned:**

The implementation of the JP in South Sudan generated some important lessons which should be taken into account in future programming in order to enhance inter-agency collaboration and to strengthen effectiveness of programme results. The key lessons are listed below.

- A large number of partnering UN agencies does not necessarily imply better inter-agency collaboration or effectiveness. Joint planning and implementation of activities such that there is joint attribution of results at output level does, however, go some way to enhancing inter-agency collaboration.
- The multi-dimensional attributes of sustainability imply that a rigorous analysis is needed at the time of formulation of a project or a programme. Such a sustainability analysis, followed by development of a sustainability strategy, will assist in incorporating the relevant elements of sustainability from the outset and during the design stage of a project.

- Development processes and results that are not demand-driven and lack national ownership, including thorough budget and institutional support, cannot continue beyond the life of the project.
- When development partner efforts and activities in support of national development priorities are not centrally coordinated, they can produce negative unintended consequences, such as promotion of a culture of dependence and inefficient utilization of resources through duplication and mismanagement.

**b. Report on any innovative development approaches as a result of joint programme implementation**

The JP introduced some innovative approaches that the GRSS can upscale and replicate to accelerate its youth empowerment agenda. For example, the JP undertook Youth Employment and Baseline Surveys on Skills and Market Opportunities in Juba, Bor, Magwi, Abara and Wau using both quantitative and qualitative research methodologies with the help of locally hired data collectors and translators. Interviews were conducted with consumers, community leaders, business owners and employees, and youth in each location. The survey found that youth and women: (i) lacked basic numeracy, literacy skills and language skills; (ii) lacked business knowledge and know-how; and (iii) existing vocational training centres did not fulfill demand and were often underfunded and not operating.

Based on this evidence, the JP seconded a Technical and Vocational Education and Training (TVET) advisor to the government to support the main TVET line ministries – Labour, Youth and Education. The TVET component of the JP undertook the following tasks:

- Develop six-month and shorter courses, including standardized curricula and accreditation in six basic trades as well as piloting in selected JP demonstration centres;
- Develop a framework and guidance for mobile skills training (*e.g.* agro-pastoralist and fisheries youth, etc.) including piloting in selected JP locations;
- Strengthen TVETE routine data reporting through the Ministry of Education’s Management Information System (EMIS);
- Develop curriculum in a minimum of three selected vocational trades, including standardized HIV and AIDS, career guidance and entrepreneurial skills modules (*e.g.* *Know about Business, etc.*) and occupational safety and health including piloting in selected JP areas;
- Develop standardized Entrepreneurship Education and Training (EET) activities that were being or had been carried out at existing Vocational Training Centres (VTCs);
- Develop a strategy on how to synchronize the TVETE curricula with the needs of labour markets, including self-employment, in coordination with the main training providers such as Don Bosco, Japan International Cooperation Agency (JICA), Save the Children, NPA, and World Vision.

**c. Indicate key constraints including delays (if any) during programme implementation**

**a. Internal to the joint programme**

The JP was formulated between mid-2007 and November 2008. Implementation in Northern Sudan commenced in September 2009, but the Southern component was delayed and only commenced in March 2010. By that time, circumstances in Southern Sudan had changed since the project document was drafted in 2007-8, when the main concern had been the high level of youth returnees returning to the South from Northern Sudan and East Africa. By 2010 this was no longer a pressing issue, while the level of armed violence among agro-pastoralist youth had become of increasing concern to both the Government and UN. Although the issue was briefly mentioned in the original JP project document, insufficient attention was given to this category

of youth and their particular needs with regard to project activities. In addition, there was a growing recognition in Southern Sudan that youth employment and youth issues had not been sufficiently addressed during the post-CPA recovery and reconstruction period, requiring the preparation and financing of a more substantive GRSS and States' Youth Employment Programme.

These reasons provide an explanation as to why the JP was delayed in starting implementation but also why a review and adjustment to JP Youth Employment Programme activities was required so as to ensure that it had: (a) stronger alignment to GoSS and State priorities; (b) a clearer focus on quick employment and literacy activities; (c) a reduction in the number of overlapping activities; and (d) a greater emphasis on achieving impact through clustering and joined-up actions at GoSS, State and in demonstration localities.

#### **b. External to the joint programme**

Major external factors that contributed to delay and pausing of the JP implementation include: (i) the national elections in April 2010; (ii) UN agencies reduced activities and travel to States during the independence referendum in early 2011 (December 2010 to February 2011); and the UN reduced activities and travel to States due to the establishment of the new state of South Sudan on 9 July 2011 (May to July 2011). During this last period – May to July 2011 - the Government's main focus was on the establishment of the new state, while UN agencies needed to legally establish their presence and technical cooperation agreements. During these periods the JP participating organisations reduced their activities while trying to maintain some level of implementation.

This combination of unique circumstances was recognised by the government, UN RCO office and the MDG-F Secretariat, who granted the JP three extensions. The first was in December 2009 for a six-month extension, applied for by the JP Northern Sudan partners on the basis of the delay in starting project implementation. The second extension was at the request of the South Sudan programme to accommodate the delays incurred due to national elections, the referendum and the setting up of the new state. The JP requested a no-cost extension for an additional four months until 30 April 2012. The last no-cost extension was granted by MDG-F Secretariat extending the JP to 31 December 2012 in order to enable the final evaluation of the JP in South Sudan to be undertaken.

#### **d. Describe and assess how the monitoring and evaluation function has contributed to the:**

Though the Joint Programme on Creating Opportunities for Youth Employment in Sudan project document clearly defines a monitoring and evaluation framework, it lacked an effective M&E plan with appropriate indicators for measuring and reporting. This was pointed out in both the mid-term and end of programme evaluations. Both these evaluations were undertaken by independent evaluators who identified good practices and lessons learned, as well as areas where the JP needed to improve. The JP also conducted a set of initial surveys on livelihood, skills and market opportunities, the main purpose of which was to establish a baseline for JP.

##### **a. Improvement in programme management and the attainment of development results**

A large number of partnering UN agencies does not necessarily imply better inter-agency collaboration or effectiveness. Joint planning and implementation of activities such that there is joint attribution of results at output level, however, does go some way to enhancing inter-agency collaboration. This recommendation featured strongly in both evaluations: the end of programme evaluation recommended that the UN undertake a comprehensive gap analysis in order to identify and match relevant UN agency technical expertise with gaps to be addressed based on comparative advantages.

In response to the above recommendations, a limited number of UN agencies were recommended to participate in the next joint programme for the "Payam Youth Service." Relevant expertise, comparative advantage and potential to contribute towards the overall result of the joint programme development objective were key determining factors in the section of partnering agencies in "Payam Youth Service" Joint Programme proposal.

##### **b. To what extent was the mid-term evaluation process useful to the joint programme**

The mid-term evaluation (MTE) objectives were to:

1. Assess the programme's design quality and internal coherence and its external coherence with the UNDAF, the National Development Strategies and the Millennium Development

Goals, and find out the degree of national ownership as defined by the Paris Declaration and the Accra Agenda for Action.

2. To assess the efficiency of the JP management model in planning, coordinating, managing and executing resources allocated for its implementation, through an analysis of its procedures and institutional mechanisms. This analysis sought to uncover the factors for success and limitations in inter-agency tasks within the One UN framework.
3. To identify the Programme's degree of effectiveness among its participants, its contribution to the objectives of the Youth Employment and Migration thematic window, and the Millennium Development Goals at national and sub-national levels.

There was no improvement plan to address mid-term evaluation findings and recommendations, partly because the MTE itself was only completed four months prior to the JP end date of April 2012.

However, the MTE was very useful in identifying critical issues and recommendations: for example, the MTE pointed to gender sensitivity and recommended that gender-sensitive participatory assessments be conducted by a specialist in the future JP. The management response to this recommendation was to ensure proper women's representation. In the national cooperatives strategy consultation workshop, 10 women from different regions were facilitated to attend the consultation workshop in an effort to address gender sensitivity and to ensure women's voices were heard. All JP training returns are gender disaggregated see Section II (d) and Annex 5.

**e. Describe and assess how the communication and advocacy functions have contributed to the:**

**a. Improve the sustainability of the joint programme**

The JP on Creating Opportunities for Youth Employment in Sudan was designed as a two-year demonstration programme; however sustainability of the development result was a critical area at the design phase of the JP. Emphasis was placed on the importance of assuring strong commitment by both the Government of National Unity (GoNU) and the Government of South Sudan (GoSS) to JP activities and in the development results so as to ensure sustainability after its completion.

The end of programme evaluation pointed to the absence of a sustainability plan and recommended that, given the multi-dimensional attributes, to enhance project sustainability, a rigorous sustainability analysis is needed at the time of formulation of a project or a programme. Such an analysis, followed up by development of a sustainability strategy, will assist in incorporating the relevant elements of sustainability at the design stage of a project.

**b. Improve the opportunities for scaling up or replication of the joint programme or any of its components**

The JP highlighted the importance of youth empowerment as an area of programming focus for the UN in South Sudan. The JP also provided a clearer understanding of the key limitations and challenges around programming for youth, including the inadequate and insufficiently coordinated policies, lack of institutional capacities at the national and State levels and inadequate coordination among the main players and line Ministries. More importantly the JP developed a number of replicable and affordable initiatives which could be scaled-up in future programming.

- **The Y-Peer approach:** can be very effective in providing information and awareness to the youth, especially around subjects such as reproductive health, which are culturally considered as taboo and therefore not ordinarily discussed between youth and elders.
- **The mobile training:** was also very innovative good practice, particularly in the context of the scarcity of infrastructure and high costs associated with construction of infrastructure in South Sudan.
- **The Farmer Field Schools:** can also be quite effective in community awareness raising and improving productivity through the "learn-by-doing" approach.
- **Skills and Market Opportunity Surveys:** The former links skills and vocational training to existing market opportunities, thereby providing an evidence-based approach to curriculum development. However, since the market is dynamic and always shifting, there is a need to ensure that these surveys are updated periodically. In addition, the resultant training curriculum should also be reviewed periodically through Tracer Studies. In addition, the concept of 'functional literacy' is also an important advancement, particularly

in a context where only 40% of the population between the ages 15-24 years is literate. Functional literacy links literacy training to life skills, thereby providing incentives for attending classes and contributes to improving livelihood and income.

**c. Describe example, if any, of replication or scaling up that are being undertaken**

The JP supported the development of a rapid survey approach to vocational and livelihood skills and market opportunities. The assessment used the Training for Rural Economic Empowerment (TREE) model that was developed by ILO in 2009. TREE market assessment tools include survey tools for assessing consumer demand for goods and services, market opportunities, and observations of local markets. This methodology significantly improved on both the survey methodology and instruments used by training providers in South Sudan, which primarily assessed only the supply side and did not take into account demand aspects. One of the innovative approaches was the use of the smart phone technology to undertake the surveys. In the last 18 months, three UN agencies and four international NGOs have adopted the methodology and a total of 24 market surveys were undertaken. The JP also commissioned a comparative analysis of the 24 market assessments and supported development and publication of a Manual for Conducting Market Assessments.

The Manual provides agencies undertaking vocational and livelihoods skills training with an affordable and contextually appropriate set of tools for obtaining vital information on the markets. It therefore contributes to enabling vocational, livelihood and skills training to be more closely aligned to the needs of local labour markets and marketplaces. Furthermore, since each development partner had been using its own set of assessment tools, the manual contributes towards providing a standardised methodology that periodically will enable comparative analysis of a number of assessments to be undertaken. Both the survey data from the 24 surveys and the manual will be housed on the website of the National Bureau of Statistics.

Describe the joint programme exit strategy and assess how it has improved the sustainability of the joint programme

#### **IV. FINANCIAL STATUS OF THE JOINT PROGRAMME**

a. Provide a final financial status of the joint programme in the following categories:

1. Total Approved YEM Budget: **\$8,999.998 (North and South Sudan)**
2. Total YEP Budget Transferred: **\$3,577,469<sup>5</sup>(South Sudan)**
3. Total YEP Budget Committed **\$3,577,469 (South Sudan)**
4. Total YEP Budget Disbursed: **\$5,539,441 (South Sudan)**

b. Explain any outstanding balance or variances with the original budget

N/A

#### **V. OTHER COMMENTS AND/OR ADDITIONAL INFORMATION**

#### **VI. ANNEXES**

1. List of all document/studies produced by the joint programme

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<sup>5</sup>Budget figures as on December 2012, UNIDO's figures not included



2. List all communication products created by the joint programme
3. Minutes of the final review meeting of the Programme Management Committee and National Steering Committee
4. Final Evaluation Report
5. M&E framework with update final values of indicators

# ANNEX 1



UN/GRS Joint Programme on Creating Opportunities for Youth Employment in South Sudan

## List of Documents

### Project Documents

*Creating Opportunities for Youth Employment in Sudan*, Project Document, November 2008

*Youth Employment Programme (YEP) Briefing Note*, October 2010 and 2011

*YEP Inception Report*, July 2010 plus Summary Report, July 2010

*YEP Operational Plan and Budget*, August 2010

YEM North/South Budget, March 2010

*YEP State Action Plans*, August 2010

*YEP Baseline Skills and Market Opportunities Terms of Reference*, March 2011

*Youth Employment & Livelihood Baseline Assessment on Skills & Market Opportunities*, Main Report, Natalie Forcier, August 2011

*Youth Employment & Livelihood Baseline Assessment on Skills & Market Opportunities*, Briefing Paper, Natalie Forcier, August 2011

*Role of Youth Associations in Rural Transformation, Self-advancement and State-building*, Workshop Report, Jonglei State Youth Committee, June 2011

*Local Economic Recovery and Business Awareness Sensitisation for Women and Youth in Warrap State*, Workshop Report, MDGF Conflict Prevention & Peace-building Programme, August 2011

### Project Management and Progress Reports

*YEP Programme Management Committee – Terms of Reference; Minutes Nos 1 to 6*

*YEP Quarterly Progress Reports, Financial Reports and Coloured Bar-chart*

*YEP National Steering Committee Minute Nos 1 – South Sudan*,

*YEP Cumulative Training and Temporary Employment Record Sheet*, July 2012

*YEP Field Visit Reports – Magwi, Wau and Kwajok*

### Vocational and Entrepreneurial Skills Reports

*Development of Technical and Vocational Education and Training for Employment – Towards a shared perspective for the UN Joint Programme*, YEP-ILO, June 2010

*YEP Terms of Reference for a TVETE Systems Expert*, February 2011

*Module on HIV and AIDS for Vocational Training Centres in Southern Sudan*, Draft, UNESCO Sudan, June 2010

*Creating an Evidence Base for Effective Vocational and Livelihoods Training: A Comparative Analysis of Twenty-four Market Assessments throughout South Sudan*, Forcier Consulting for MDGF Youth Employment Programme and ILO, February 2013

*Manual for Conducting Market Assessments in South Sudan*, Forcier Consulting for MDGF Youth Employment Programme and ILO, February 2013

*Getting Ahead of the Youth Age Bulge – Labour Markets, Skills and Livelihoods in South Sudan*, Ministry of Labour Briefing Note, ILO, January 2013

*Generate Your Business Idea Trainers Manual*, (Arabic) ILO YEM, July 2010

*Business Training Manual Assessment*, YEP, March 2011

*Feasibility Study on Pastoralist Livelihoods and Markets in the vicinity of Bor town, Bor County, Jonglei, (Draft), John Kutwa, December 2010*

### **Life Skills Training Manuals**

*Training of Trainers Manual, Youth Peer Education Toolkit, UN Population Fund and Y-PEER, New York, 2005*

*Training Manual, YEP Functional Adult Literacy Programme, no date*

*Foundation Module, YEP Functional Adult Literacy Programme, no date*

*Business Module, YEP Functional Adult Literacy Programme, no date*

*Rural Module, YEP Functional Adult Literacy Programme, no date*

### **Pastoralist Concept Notes**

*Cattle Camp Initiative Discussion Paper, September 2011*

*YEP comments on UN Strategic Assessment: Post-CPA South Sudan, 1 March 2011, Zero draft*

*Understanding how to change and influence the future of pastoralist societies for a better approach to peace building, YEP-ILO, March 2011*

### **MDGF-YEP Concept Notes**

*YEP BIG Southern Development Plan, Version 3, 27 January 2011*

*Payam Youth Service – Mobilising educated young men and women to help transform social development and livelihoods in the 505 payams of Southern Sudan, 21 March 2011*

*Cattle Camp Initiative Paper, 1 July 2011*

### **UNDAF**

*United Nations Development Assistance Framework for the Republic of South Sudan 2012 – 2013, January 2012*

## ANNEX 2



## UN/GRS Joint Programme on Creating Opportunities for Youth Employment in South Sudan

### Communications Products

#### *YEP Briefing Notes*

- *Youth –related Initiatives in the South Sudan Development Plan 2011-13*, May 2011
- *Amadi Rural Development Institute*, November 2011
- *Pastoralist Education Programme*, December 2011
  
- *Brief Description of the Youth Employment Programme*, February 2012
- *Community Animal Health Workers*, February 2012
- *Gender and the Dowry Economy*, February 2012
- *Youth Peer Education Network – Y-PEER*, February 2012
- *National Cooperatives Strategy for South Sudan*, May 2012
- *Introducing Employment Intensive Public Works as an Instrument for Poverty Reduction, Food Security and Improved Livelihoods using Investments in Infrastructure*, June 2012
- *Business Training for Youth and Women*, June 2012
- *Delivering Skills Training through a Mobile Approach*, June 2012
- *The Youth Labour Market in South Sudan*, June 2012
- *Mid-term Evaluation of the Joint Programme on Creating Opportunities for Youth Employment in South Sudan*, September 2012

#### *Power Point Presentations*

- *Inception Mission Report*, Programme Management Committee and UN Country Team Presentations, July 2010
- *Youth Employment Programme Presentation*, National Steering Committee, Khartoum, October 2010
- *Mid-term Evaluation Presentation*, Programme Management and National Steering Committees, October 2011
- *End of Project Results Presentation*, Programme Management Committee, July 2012
- *End of Project Evaluation – Lessons Learned*, UN Programme Management Committee, November 2012
- *End of Project Evaluation – Lessons Learned*, UN Country Team Presentation, April 2013

# ANNEX 3



## UN/GRSS Joint Programme on Creating Opportunities for Youth Employment in South Sudan

### Minutes of Programme Management Committee Meeting

Minute No: 07/12/006

**Project Title:** UN/GRSS Joint Programme on Creating Opportunities for Youth Employment in South Sudan  
**Date and Time:** Wednesday 11 July, 2012, 10:00 am to 12:30 pm  
**Venue:** UNDP Conference Room

#### In Attendance

Name	Organisation	Title
Peter Baptist Abakar (Co-Chair)	Ministry of Culture, Youth and Sport	Undersecretary Youth and Sports
Mario Velvur Gunda	Ministry of Culture, Youth and Sport	Director General of Youth Training
Oluku Andrew Holt	South Sudan DDR Commission	Child DDR Coordinator
Graham Boyd	ILO	Chief Technical Adviser, Joint Programme on Youth Employment (South Sudan)
Jonathan Buckingham	UNOPS	Project Manager
George Kamau	UNOPS	Engineer
Kondwani Mwangulube	UNFPA	Senior Programme Manager
Mary Marle	UNFPA	Reproductive Health – National Professional Project Personnel
Sworo Yopesi	FAO	Agricultural Field Officer
Daniel Kir	UNDP	Programme Analyst
Rachel Quast	UNV	UNV Coordinator
Vincent Valdmanis	RCSO	Early Recovery Officer
Natalie Forcier	Forcier Consulting	Managing Director

#### Not in Attendance

Name	Organisation	Title
Lise Grande (Chair)	United Nations	Resident Coordinator
Hellen Achiro Lotara	Ministry of Labour, Public Service & Human Resource Development	Undersecretary of Labour
Regina Ossa Lullo	Ministry of Gender, Children and Social Welfare	Director General of Gender and Child Welfare
Anthony Tombura	Ministry of Animal Resources and Fisheries	Director General of Administration and Planning
Mary Akech	Ministry of Commerce, Industry and Investment	Director General of Private Sector Development
Abdon Ayuen Kuol	Ministry of Agriculture, Forestry, Cooperatives and Rural Development	Director General of Cooperatives
Max Bosco Abucha	Ministry of Agriculture, Forestry, Cooperatives and Rural Development	Director of Cooperative Education and Training
Moses Mabior Deu	Ministry of Finance and Economic Planning	Director of Aid Coordination

<b>Name</b>	<b>Organisation</b>	<b>Title</b>
Jacquiline Natepi Ben	Ministry of Foreign Affairs and International Cooperation	Acting Director of Multilateral Aid Coordination
Joseph Akim Gordon	Ministry of Agriculture, Forestry, Cooperatives and Rural Development	Deputy Director of Agricultural Extension
Samuel Dem Marrier	Ministry of General Education & Instruction	Senior Inspector Alternative Education System
Obura Carlos	Ministry of Commerce, Industry and Investment	Inspector for Entrepreneurship
GatluakTiop	Ministry of Health	Reproductive Health Officer
Nanette Agdeppa	UNIDO	Chief Technical Advisor, Joint Programme on Youth Employment (Sudan)
Fatuma Ibrahim	UNICEF	Chief, Child Protection
Jean Kutumbakana	IOM	RCS Coordinator
Salah Khaled	UNESCO	Officer in Charge a.i.

### **Agenda:**

1. Welcome and Introductions
2. Approval of previous PMC minutes
3. Presentation of Skills and Market Opportunity Assessments in South Sudan
4. Main Programme Achievements and Lessons
5. Payam Youth Service
6. End of Project Evaluation
7. Any Other Business

### **Minutes:**

#### **Item 1**

Due to the absence of the Chair, the Co-chair, Undersecretary of Culture, Youth and Sports, Peter Baptist Abakar, chaired the meeting. Members introduced themselves.

#### **Item 2**

All members had been circulated with the PMC minutes No: 01/12/005 of 17 January 2012. The Co-chair and Programme Manager reviewed the minutes with members. No amendments were raised.

#### **Decision:**

*Members approved the PMC minutes of 17 January 2012*

#### **Item 3**

Forcier Consulting presented information from 22 skills and market opportunities assessments carried out across South Sudan between May 2011 and June 2012. A cross-state comparative analysis showed the demand for skills in multiple population centres. Traditional training fields, such as plumbing, electricians and tailoring have low levels of demand outside state capitals. These trades also encourage rural-urban migration when taught in rural locations. Youth in marketplaces expressed a strong desire for language training in both Arabic and English. Arabic is needed to communicate with traders and brokers; English to communicate with customers and competitors from neighbouring countries. There is a strong gender divide in vocational skills training topics and the current GRSS training programme curriculum which focuses primarily on construction, vehicle and electrical repair is heavily skewed towards males. There is high demand for training in horticulture, a field open to women. Overall, there is high variation in local market demand and opportunities across the country that transcends a simplistic “urban-rural” divide. Forcier Consulting is working with the Ministry of Commerce to develop a system of regularly market assessments updates. A comparative report consolidating all 22 market assessments is under preparation with support from ILO component of the YEP. It is proposed to house the data with the National Bureau of Statistics (NBS) when complete and make the findings available electronically on the NBS website.

#### **Item 4**

Representatives of participating agencies in attendance presented the achievements of their Programme components.

### **ILO**

State-level work was a challenge due to limited field presence, but there were a number of successes at the national level contributing to all three Programme outcomes. Youth priorities were successfully included in the South Sudan Development Plan, UN Development Assistance Framework (UNDAF) and

the UN Peace Building Support Plan. These priorities included youth vocational skills training through mobile approaches, business development support and life skills. A TVETE advisor was co-located in GRSS working for the Ministries of Labour, General Education and Youth. Six basic trades courses were shortened and a further five short courses were developed. Jointly with UNDP, a rapid survey approach to neighbourhood skills and market opportunities (considering both demand and supply sides) was developed. (See Item 3 for details). Jointly with GRSS and UNDP, technical assistance and training was provided to the Labour Force Survey of the 10 State capitals.

Ninety-two quick skills training activities with no education barriers were implemented by UN YEP partners involving 3,676 trainees (2,453 males and 1,223 females) giving a 2:1 training ratio between males and females. The programme exceeded the training target of 2,500 people by 1,176 trainees.

Out of the overall total of 92 training activities, ILO delivered 31 of the activities amounting to 91.5 training days involving 841 trainees (518 males and 323 females).

- 18.5 days of Labour Market Survey, Youth Policy and Cooperative Strategy activities involving 235 participants (518 males and 59 females)
- 38 days of TVETE and Livelihood Skills activities involving 290 trainees (123 males and 167 females)
- 35 days of Business Start-up, Cooperative Enterprise and Employment Intensive Approaches to Public Works involving 316 trainees (219 males and 97 females)

The evidence showed a need to link skills and business training with literacy and numeracy. Training should focus on “second chance” non-formal learning, using mobile and youth-to-youth approaches. In addition there is a need to assist the GRSS and state authorities to make youth facilities operational. Where facilities are managed directly by youth and women’s groups they have been more successful because they are operated on self-help and voluntary principles.

#### UNDP

Support was provided to the youth employment and livelihood baseline assessment on skills and market opportunities in four locations – Juba, Bor, Magwi and Abara. Technical support was provided to Jonglei state level youth activities through the placement of an international UNV attached to the State Ministries of Education and Youth based in Bor. The UNV Youth and Education specialists undertook essential coordination activities between State government ministries, youth and women’s associations and NGOs. In particular the Youth and Education specialist provided support to the Governor’s Special Advisor on Youth and the formation of a Jonglei State Youth Steering Committee. Jonglei State is the only state with such a committee. Support was also provided for the launch of the National Cooperatives Strategy for South Sudan and the marking of UN International Year of Cooperatives, as well as the mid-term evaluation of the Joint Programme. Interagency funds transfers were a challenge compounded by the large number of agencies involved in the Joint Programme.

#### UNFPA

The Y-Peer programme was introduced to South Sudan and rolled out in Magwi, Budi and Juba. Youth peer education was standardized. Training was provided to 192 youth peer educators and 22 master trainers from 9 states as the process of scaling-up got underway to all ten States. The Y-Peer programme hired several interns to provide opportunities to youth to gain working experience with UNFPA in youth coordination. It was noted that with a small amount of money, UNFPA had brought an innovative and compact methodology to South Sudan in the form of Y-peer, which was simple, scalable and multi-purpose.

#### UNOPS

Juba youth training centre was renovated using labour intensive painting and building approaches and two new workshops – carpentry and auto-mechanics - were constructed. At Magwi county vocational training centre an auto mechanics shed and service pit were constructed. While in Abara at the Dichwinyi Women’s centre a kitchen with bread-baking oven and two open market stall with a total of 24 stands was completed. In Akobo a multi-purpose youth enterprise centre comprised of two training spaces with a meeting and store room in the middle was built including three lock-up shops and a latrine. High-quality carpentry hand tools were delivered to Juba youth training centre and a larger consignment of hand tools for onward delivery to the Wau Youth Training Centre has just arrived in Juba. 3,950 labour days were generated providing temporary employment for 358 young people (79 females and 279 males). Those employed benefited through cash payment and on-the-job construction skills. Overall, UNOPS and IOM generated 7,887 labour days that benefited a total of 613 young people (86 females and 527 males).

## FAO

A Farmer Field School manual was developed for South Sudan, with rural youth the primary beneficiaries. The manuals were to be supplemented by literacy materials under development by UNESCO. Training of trainers was completed and 180 beneficiaries were organized into six Farmer Field Schools in Abara in Magwi County, Eastern Equatoria. All six farmer field schools have been active for two cropping seasons. Additional trainings were provided in animal traction and village savings and loans associations (VSLA). Youth involved in agriculture were provided with oxen and ox ploughs in smaller groups, provided with farm inputs, vegetable production inputs and equipment, VSLA stationeries (pass books, cash boxes, etc) as well as Community Animal Health Worker kits, solar freezers for vaccines and milk handling, and other equipment were provided to the Kimatong Dairy cooperative in Buide County, Eastern Equatoria. There was concern that associations formed during the Programme required ongoing support after the end of the Programme's completion.

Only three UN agencies – FAO, UNDP and ILO - have submitted their Q10 (April to June 2012) Progress reports. Non-reporting UN agencies are – UNIDO, UNICEF, UNESCO, UNFPA, IOM and UNOPS.

**Decision:** *The Co-chair requested that the six Non-reporting UN agencies - UNIDO, UNICEF, UNESCO, UNFPA, IOM and UNOPS submit their Q10 Progress reports – narrative report, colour-coded workplan report, and financial report by Friday 13 July so that during the week of 16 July all UN agency reports could be reviewed by the Minister of Youth.*

## **Item 5**

### Update on the Payam Youth Service

Members were updated on the progress of the Payam Youth Service (PYS). GRSS had approved the Terms of Reference (ToR) for an international consultant to draft a PYS project document. The consultant was selected and will commence work on Monday 16 July. A special meeting will be called to introduce the consultant and discuss the PYS concept. The consultant will conduct field visits to gather information from youth in Kwajok, Juba, Bor and Abara in addition to discussions with GRSS ministries, UN agencies and NGOs.

## **Item 6**

### End of Project Evaluation

All UN participating agencies have received an email communication from the Executive Coordinator of the UN MDTF Fund requesting that they transfer their evaluation funds back to the MDGF Secretariat bank account. Once agencies have returned their funds to New York, the MDGF Secretariat will forward the funds to UNDP South Sudan country office to facilitate the hiring of an evaluation consultant to undertake the End of Project Evaluation. Some UN agencies are under the impression that they do not have funds available for the evaluation because the funds were not present in Juba. In such cases, the funds are with the agency's office in either Khartoum or another location. All participating UN agencies are required to contribute funds to the evaluation and are encouraged to coordinate and inform UNDP South Sudan office when transfers are being made. Meanwhile as the process of funds transfer is being implemented an Evaluation Terms of Reference (ToR) has been prepared with inputs for UN agencies and GRSS. The final ToR has been approved by both the GRSS and the MDGF Secretariat. In addition a short list of five consultants has been drawn-up using the MDGF Secretariat roster of approved evaluators and inputs from UN participating agencies. UNDP South Sudan office has issued a call for proposals from the five shortlisted consultants and a tender board will convene on 13 July to select an evaluation consultant. It was unlikely that the end of project evaluation will begin before September.

## **Item 7**

### Any Other Business

The Co-Chair and the YEP Chief Technical Adviser expressed their thanks to GRSS and UN colleagues. There were initial challenges in implementing the Programme, but colleagues made significant changes in how the Programme operated that strongly emphasized positive engagement with government agencies. The Programme offered valuable experience and has made a difference for youth in South Sudan who would have otherwise missed out on second chance education and skill training opportunities.

The Chair, Mr. Baptist Abakar, acknowledged that the Programme had faced implementation and coordination challenges, but expressed hope that the Programme would be extended into a second phase. The Co-Chair will arrange for a joint meeting of the Minister of Culture, Youth and Sports and the Minister of Labour to brief them on the Programme outcomes. He expressed his satisfaction with the



overall result. The Co-Chair thanked colleagues from the UN agencies for their contributions and offered congratulations and thanks to the Programme's Chief Technical Adviser.

There being no other business, the Co-Chair closed the meeting. The meeting closed at 12:20 pm.

Co-Chair: Peter Baptist Abakar

SIGNATURE:

Secretary: Graham Boyd

SIGNATURE:

## ANNEX 5



### UN/GRSS Joint Programme on Creating Opportunities for Youth Employment in South Sudan

## Summary of Training & Temporary Employment by Outcome Areas

Outcome Areas	Totals	Male	Female	Remarks
<b>Outcomes 1 &amp; 2: Employment creation is mainstreamed into national and state level development frameworks and labour markets</b>				
<b>Outcome 1 &amp; 2 Totals</b>	<b>738</b>	<b>525</b>	<b>213</b>	<i>2.5 male to 1 female ratio</i>
<b>Outcome 3: Innovative interventions to create employment and training opportunities for youth developed and implemented in three states</b>				
Life Skills	837	478	359	<i>1.3 male to 1 female ratio</i>
Technical and Vocational Education & Training for Employment (TVETE)	1,215	904	511	<i>2.4 male to 1 female ratio</i>
TVETE: On-the-job Construction training – IOM & UNOPS	613	527	86	<i>6 male to 1 female ratio</i>
Employability Skills	641	406	235	<i>1.7 male to 1 female ratio</i>
Temporary Employment	7,887 labour days			Renovation & construction of 6 youth buildings - UNOPS & IOM
<b>Outcome 3 Totals</b>	<b>3,506</b>	<b>2,315</b>	<b>1,191</b>	<i>1.9 male to 1 female ratio</i>
<b>Training &amp; Capacity Development Totals for all Outcomes</b>	<b>4,244</b>	<b>2,840</b>	<b>1,401</b>	<i>2.0 male to 1 female ratio</i>

Gb/MDGF-YEP/17 July 2012

## Summary of Training and Temporary Employment

Outcome Areas	Totals	Male	Female	Remarks
<b>Outcomes 1 &amp; 2: <i>Employment creation is mainstreamed into national and state level development frameworks and labour markets</i></b>				
GRSS/UN Inception Mission Consultations – April & May 2010	344	227	117	Six States/localities: Juba, Bor, Malakal, Torit & Magwi, Wau & Kwajok Kwajok was done as a joint MDGF Youth & Peace-building mission
Policy Development & Youth Advocacy	98	64	34	South Sudan Development Plan and Jonglei and Warrap State
Labour Force Survey	78	55	23	Orientation and training of MoL and NBS staff to Labour Force Survey and questionnaires
National Cooperative Development Strategy	134	116	18	Juba, Kwajok and Wau consultations involving representatives from all 10 States
TVETE Strategy & curricula including HIV & AIDS	84	63	21	GRSS Ministries of Labour, General Education and Youth and other TVETE providers
<b>Totals</b>	<b>738</b>	<b>525</b>	<b>213</b>	<i>2.5 male to 1 female ratio</i>
<b>Outcome 3: <i>Innovative interventions to create employment and training opportunities for youth developed and implemented in three states</i></b>				
<b>Life Skills</b>				
Y-PEER youth-to-youth reproductive health & youth empowerment	326	177	149	Magwi and Buide Counties, Eastern Equatoria and Juba – training of Y-peer networks Training of 22 Y-peer master trainers from all 10 States – 11 UNFPA activities – 35 days
Literacy and Numeracy	511	301	210	DDR Bahr el-Ghazal – IOM BEST- PLAN/UNICEF – 286 (234m & 52f) UNESCO – 35 (25m & 10f)
<b>Totals</b>	<b>837</b>	<b>478</b>	<b>359</b>	<i>1.3 male to 1 female ratio</i>
<b>Technical and Vocational Education and Training for Employment (TVETE)</b>				
Farmer Field Schools	300	144	156	Trainers and Farmers – Magwi and Buide Counties, Eastern Equatoria State. 6 FAO activities
Computing & Enumerator Training	27	21	6	Juba and Bor
On-the-job Construction Skills Training	613	527	86	Juba, Magwi/Abara, Wau and Kwajok – UNOPS & IOM
Construction Training	308	240	68	Masonry, block-making, carpentry, painting, and building maintenance – UNIDO & IOM
<b>Sub-total</b>	<b>1,248</b>	<b>932</b>	<b>316</b>	
<b>Technical and Vocational Education and Training for Employment (TVETE)</b>				
Welding	104	92	12	UNIDO at Don Bosco VTC Wau
Mechanics	98	96	2	PLAN/UNICEF in Juba
Electronics	42	40	2	PLAN/UNICEF in Juba
Computer	206	170	36	PLAN/UNICEF in Juba

Hotel Management & Hospitality	34	19	15	PLAN/UNICEF in Juba
Cook Foods & Small Restaurant	187	46	141	ILO in Bor, Juba and Wau PLAN/UNICEF in Abara, Magwi, EES
Fish Processing & Preservation	68	28	40	ILO/FAO in Bor and Akobo, Jonglei State
Lulu Processing & Production	41	8	33	PLAN/UNICEF in Abara, Magwi, EES
<b>Totals</b>	<b>2,028</b>	<b>1,431</b>	<b>597</b>	<i>2.4 male to 1 female ratio</i>
<b>Employability and Temporary Job Creation</b>				
Temporary Employment	<b>7,887 labour days</b>			Renovation & construction of 6 youth buildings - UNOPS & IOM
Business Preparation Training	283	145	138	DDR in Wau YTC – IOM Don Bosco VTC Wau – UNIDO Kwajok - UNIDO GYBI & Get Ahead – ILO in Juba PLAN/UNICEF in Abara, Magwi, EES
Sales and Customer Services	84	56	28	PLAN/UNICEF in Juba
Cooperative Enterprise	233	170	63	Kwajok, Bor and Juba - ILO
Employment Intensive Approaches to Public Works	41	35	6	All 10 States and GRSS Infrastructure Ministries - ILO
<b>Totals</b>	<b>641</b>	<b>406</b>	<b>235</b>	<i>1.7 male to 1 female ratio</i>
<b>Grand Total</b>	<b>3,506</b>	<b>2,315</b>	<b>1,191</b>	<i>1.9 male to 1 female ratio</i>
<b>Training &amp; Capacity Development Totals for all Outcomes</b>	<b>4,244</b>	<b>2,840</b>	<b>1,401</b>	<i>2.0 male to 1 female ratio</i>

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