# UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

## PROJECT DOCUMENT OF THE REPUBLIC OF THE SUDAN

<table>
<thead>
<tr>
<th>Project number:</th>
<th>160092</th>
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<tr>
<td>Project title:</td>
<td>Employment and entrepreneurship development for migrant youth, refugees, asylum seekers and host communities in Khartoum State (EEDK-RDDP Sudan)</td>
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<tr>
<td>Relationship to the Integrated Programme</td>
<td>This project is aligned with the Valletta Action Plan priority domains 1 &amp; 3 and contributes to the EU Trust Fund objectives. It is part of the EU Regional Development and Protection Programme (RDPP) in the Horn of Africa – for Sudan, Component # (2): Migrants, refugees, asylum-seekers, including victims of trafficking, and host communities for benefitting from better qualified and market-oriented vocational training in Khartoum State. With the overall objective to contributing to a Regional Development and Protection Programme (RDPP) in Sudan to create an evidence-based, innovative and sustainable development and protection solution for refugees and host communities, hence providing development alternatives to irregular primary and secondary movement.</td>
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<td>Thematic area code</td>
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<tr>
<td>Starting date:</td>
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<tr>
<td>Implementation Duration:</td>
<td>3 years (36 months)</td>
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<td>Project site:</td>
<td>Khartoum State – the Sudan</td>
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<td>Government Co-ordinating agencies:</td>
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<td>- Ministry of Human Development and Labour, Khartoum State</td>
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<td></td>
<td>- Vocational Training &amp; Entrepreneurship (Employment) Centres (VTECs), Khartoum State</td>
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<td>- Ministry of Industry,</td>
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<td>- Ministry of General Education</td>
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<td>- The Supreme Council for Vocational Training and Apprenticeship,</td>
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<td>- The National Council for Technical and Technological Education</td>
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<td>- UN agencies, EU cooperation agencies, NGOs and CBOs</td>
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<td>Executing agency/ cooperating agency:</td>
<td>United Nations Industrial Development Organization (UNIDO), in cooperation with GIZ (complementary to components 2 &amp; 3 of this Action).</td>
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<td>Project Inputs:</td>
<td><strong>EUR 2,700,000</strong></td>
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<td>Support costs (7%):</td>
<td>EUR 210,000</td>
</tr>
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<td>- Counterpart inputs:</td>
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*Note: The Republic of the Sudan is the official name of the country. “Sudan” without article will be used throughout the document to facilitate the reading flow.*
Grand Total:  
EUR 3,000,000 (including 7% project support costs and 3% contingency support) Donor contribution by the European Union.

Brief Description: Under the EU EUTF05 – HoA – SD – 11 Sudan 2016, EUR 15,000,000 million have been allocated for budgetary support to the Regional Development and Protection Programme in the Sudan for 2016-2019. The overall purpose of the Action is to contribute to the RDPP for supporting the Government of the Sudan (GoS): “To create an evidence-based, innovative and sustainable development and protection solution for refugees and host communities, hence providing development alternatives to irregular primary and secondary movement”. This project is part of the EU Regional Development and Protection Programme (RDPP) in the Horn of Africa, which has been set up to address some of the protection and development challenges related to forced and protracted displacement. In this context, the United Nations Industrial Development Organization (UNIDO) will be responsible for the complementary project component item (2) entitled: “Migrants, refugees, asylum-seekers, including victims of trafficking, and host communities benefit from better qualified and market oriented vocational training in Khartoum State”. The specific project objective is: “To enhance employment opportunities and stimulate entrepreneurship for unemployed youth including migrants, refugees, asylum seekers and host communities in Khartoum State”. This project will be executed by UNIDO and implemented with the four vocational training and entrepreneurship employment centres (VTECs) in Khartoum State, in collaboration with the GoS and Stakeholders, resulting in:

a) Strengthening of VTECs capacities and its Human Resource Development functions, as well as strengthening the VTECs, SCVTA, NCTTE for training and educating qualified, resilient, gender sensitive skilled and employable youth, men and women in Khartoum State, including registered migrants, urban refugees and asylum seekers, host communities; and

b) Increasing access to educational and vocational training services for at least 2500 direct beneficiaries trained in marketable skills in close partnership with the private sector for employment seeking young migrants to be combined with institutional entrepreneurship and career guidance for productive livelihoods, and ultimately contributing to the creation of sustainable sources of livelihoods and development, poverty reduction and demand-driven vocational technical training and professional skills relevant to the needs of the Sudanese industrial sector in general and to the achievement of SDG# 1, SDG #4, SDG 5, and SDG #9 in particular.

The Project results and impact will provide relevant inputs and learnings for the (draft) TVET Policy recommendations (UNESCO, 2015), and for the institutional system in general to develop more sustainable and effective approaches for matching vocational technical training with (self) employment creation.
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<td>TVET</td>
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A. THE CONTEXT

A.1. Background

**Sudan's economy** has worsened after South Sudan’s secession with the loss of 75% oil revenue, resulting in a significant GDP contraction, more than offsetting the loss of 21% of the population, compounded by lack of external investments, economic and financial sanctions and an unsustainable external debt of over US$ 45 Billion. The formidable challenges stemming from a weak economy, high unemployment, soaring inflation high fiscal deficit, continuing sanctions, and binding domestic and international borrowing constrains are further exacerbated by the unrestricted flow of migrants from neighboring countries. Sudan’s positive attitude towards migrants seeking sustainable sources of livelihoods in Sudan is not an act of charity but an act of human justice.

The heavy inflow of migrants is due largely to Sudan’s strategic location at a crossroad between Sub-Saharan Africa, North Africa and the Arabian Peninsula, serving as the transit point at the centre of the migratory route linking East Africa with Libya, Egypt and eventually Europe. Hundreds of migrants, asylum-seekers and refugees are transiting through Sudan every month. Traffickers and smugglers are operating within the country. About 3.1 million people are “internally displaced” (IDMC, 2015), and almost 367,000 are refugees and asylum seekers (UNHCR, Jan. 2016).

More specifically, according to recent UNHCR reports, the Kassala camps alone provide shelter to thousands of refugees from Eritrea. Many of these migrants are taking further the perilous routes from the camps to Khartoum to third countries via North Africa (e.g. Libya, Tunisia) to Europe. It is known that many Eritreans and Sudanese are passing through the hands of ruthless and dangerous smugglers to migrate. Returning to their countries or original communities is currently nowhere in sight. According to EU Eritrea 2014 data, there are approx. 47,000 Eritrean refugees who have entered Europe, and many more are lined up from Sudan through Libya. This number is very high if one considers that the total Eritrean population was approx. 6 million. With little hope for the future, migrants working outside the country are sending remittances to families as a major source of income for those left behind.

It should be further noted that, according to UNHCR (Jan. 2016), Sudan is hosting around 200,000 persons from South Sudan, representing the largest group of displaced persons in the country. The Eritreans are the largest group of refugees with 101,466 persons, of which 89,909 residing in 9 camps in the Kassala and Gedaref region. In Kassala State, Girba locality has the biggest concentration of refugee camps (Kilo 26, Girba, Shagarab I, II and III) and hosts over 45,000 refugees (62% of Sudan's refugee population in Kassala State). Trafficking, kidnapping and smuggling of persons are of major concerns. Children and women are the most exposed to trafficking and smuggling due to the risk of sexual violence.

The *protracted refugee situation* and the continuous influx of new arrivals in Sudan put continuous pressure on host communities and their absorption capacity in terms of basic services, natural resources, livelihoods, economic opportunities. Around 80 per cent of the Eritreans that are registered by UNHCR in Sudan move onwards within a period of two months to Khartoum, Libya or possibly to Europe in the pursuit of better opportunities. In Khartoum, more than two-thirds of migrants do not have access to valid stay permits and documentation and consequently to asylum procedures and protection services. The enforced encampment policy makes obtaining a travel or work permit for recognized refugees very difficult. Due to the difficult economic conditions in Sudan host communities are competing against mixed migrant communities, increasingly especially in the informal sector. Many refugees and migrant communities are to be found in the urban and semi-urban areas of Omdurman, Dares Salam, Umbadda, Mayo, Jebel Avlia and Wad el Bashir.
The magnitude of the problem is further aggravated by the fact that country is still suffering long lasting internal conflicts, high social and economic disparities and a large group of mixed migrants in Khartoum (about 62,298 in January 2016), with refugees and asylum seekers from South Sudan, Eritrea, Syria and Ethiopia being the most prominent. Additionally, there are many unregistered persons from Eritrea, Ethiopia, Somalia and the Democratic Republic of Congo in urban areas. Continuing violence in Darfur caused another 500,000 persons displaced in 2013. Because of the clandestine nature of movements, no statistical information exists on the number of unregistered migrants. UNHCR indicates 32,298 refugees, asylum seekers, irregular migrants and others of concern in Khartoum, while the Government of Sudan claims the presence of 3 million Ethiopians and over 100,000 Syrian refugees. The Sudanese authorities uphold an encampment policy for asylum seekers and refugees from Eritrea, Ethiopia, Somalia and the Democratic Republic of Congo. Registration for these groups is only possible upon arrival in the refugee camps since for these nationalities an asylum claim will not be accepted outside the refugee camps. The Commissioner for Refugees (COR) and UNHCR have recently restarted the registration of refugees residing in Khartoum and opened the refugee status determination process for already registered asylum seekers. As to a legal framework for migrants and refugees in Sudan, international conventions and relevant national laws by the Government of Sudan are only partially implemented as to equal allocation of public resources.

The total population was around 39 million in 2014 (World Bank 2016), growing at an annual rate of 2.8%. Sudan is at the bottom of the UN Human Development Index 2014, ranking 167 out of 188 countries, with about 46.5% of the population living below the poverty line, while 8% is living in extreme poverty. In particular, in the East the population living below the poverty line in Red Sea (57.7%) and Gedaref (50.1%) is higher compared to the national average. Education, literacy and skills attainment is low, and the low level of enhanced adaptive capabilities and skills to use modern devices and to commercialize new knowledge signifies the low level of functional literacy rate. High levels of youth unemployment, inadequate or non-existent social services, social inequality, marginalization and uneven or selective respect for human rights are all recognized drivers of resentment and potentially radicalism, and ultimately drivers and root causes of irregular migration and forced displacement.

Restrained social and economic rights for migrants are a major issue. Restrictions to freedom of movement together with the low number of work permits issued by the authorities hinder refugees and asylum seekers from obtaining legal employment. Consequently, according to IOM and UNHCR, 50% of the refugees in camps in East Sudan live in chronic poverty with limited access to arable land and tools; 83% of the urban refugee population is illiterate and has only received basic schooling. The Government of Sudan has proclaimed that both Syrian and South Sudanese nationals have the same rights and freedoms as Sudanese nationals. The Sudanese authorities do not recognize South Sudanese nationals as refugees. Syrians have the possibility to ask for asylum outside the camps (in exemption to the Sudanese Asylum Act), but many choose not to do so. Syrians generally live in Khartoum, while many South Sudanese live in Khartoum State and close to the border with South Sudan in the White Nile region.

As to the urban migration situation, Khartoum remains a central transit point but for many Khartoum (State) is their final destination. The majority tend to stay in the capital to work and save for subsequent parts of their journeys, also considering the absence of good and long-term sustainable employment and economic opportunities for young people in Sudan. This transiting inward migration flow to Khartoum goes in parallel with an increasing rural–urban migration process that makes the capacity of the capital to absorb more migrants and refugees even more difficult.

Overall economic opportunities for refugees and migrants are poor. There is a lack of livelihood development: economic growth is generally limited but there is potential, mainly in the agricultural sector (although this sector is affected by current drought-conditions with adverse impact on agricultural output). Eritrean refugees are
(informally) employed in agriculture by local farmers for very low wages. This is accepted by the Sudanese authorities. It is unclear if refugees are in need of work permits for unqualified labor (such as in the agricultural informal sector). In this regard, four Vocational Training and Entrepreneurship Centers (VTECs) are present in Khartoum and could be used to support and provide services to the migrant and refugee communities in the urban areas (in and around Khartoum) as well as to develop livelihood/economic opportunities. These four major centers are closely located to the urban and semi-urban areas of Omdurman Dares Salam, Umbadda, Mayo, Jebel Avlia and Wad el Bashir, areas covered by VTECS of Kerary, Hag Yousif, Halfait and Khartoum South.

The Context speaks volumes of the need for external assistance as evidenced by the deliberations of the Valletta Summit on Migration, held from 11-12 November 2015 in the capital of Malta. The participants evoked the Joint Africa-EU Declaration on Migration and Development of 2006, the Africa-EU Declaration on Migration and Mobility of 2014, the United Nations 2030 Agenda for Sustainable Development, the Declarations of the Ministerial Conferences of the Rabat Process and of the Khartoum Process on 27 November and 28 November 2014, respectively. The Summit concerns dealt with the sharp increase in refugees’ flows, asylum seekers and irregular migrants, leading to sufferings, abuse and exploitation, the worst victims being children and women, and an unacceptable loss of lives in the desert or in the Mediterranean Sea. The crisis of huge magnitude places the most affected countries under severe pressure, with serious humanitarian consequences and security challenges. It was agreed that the first priority in this context was to save lives and take all necessary measures to rescue and protect the migrants whose lives are at risk and to provide them with new opportunities.

In light of this background, the proposed EU intervention in the Sudan to be funded through the established EU Trust Fund on Migration would be in line with its political declaration, to “address the root causes of irregular migration and forced displacement” from Africa to Europe “in full respect for human rights and the sovereignty of participating states, taking into account national legislations and specificities”. Through its development cooperation Action, EU together with the Sudan, UNIDO and other development partners are following a peace-building and people-centred approach, and have scaled up efforts to contribute to a more inclusive socio-economic environment, while exploring viable avenues to deepen its engagement in addressing the issues of migration.

This proposed Action set out in this project document, is part of the EU Regional Development and Protection Programme (RDPP) in Sudan, which aims to develop evidence-based, innovative and sustainable approaches in close partnership with governments of the region, including the GoS, to address the above-mentioned challenges in a more structural manner with practical insight and foresight.

The intervention logic of this proposed Action is that by improving protection, enhancing self-reliance opportunities and integrated service delivery and building the capacity of local authorities for the delivery of such services, refugees, young men and women and their host communities will benefit from a safer and more favorable environment, increasing sustainably their livelihoods opportunities, and decreasing the incentives for irregular secondary movements.

As indicated above, the overall purpose of the Action is to contribute to the overall RDPP objective to support the creation of an evidence-based, innovative and sustainable development and protection solution for refugees,

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2 The 4 VTCs were established by the GoS, UNIDO and the EU in Khartoum State (2010) i.e. Khartoum 1, Kerary, Hag Yousif, Halfait and Khartoum South.
3 Sudan does not only benefit from other actions under the EU Emergency Trust Fund for Africa, in particular from a €15 million development and protection programme for refugees and host communities in Eastern Sudan and Khartoum, but also from a regional project worth €40 million to improve the capacity of countries along the Eastern Migratory Route and to better manage migration. The Summit commitments and actions aim to facilitate progress of the dialogue on migration that the EU has with the Sudan both at bilateral level and at regional level under the Khartoum process.
asylum seekers, migrants and host communities in Sudan, hence providing them with development alternatives to irregular primary and secondary movement.

The proposed specific project objective relating to RDDP Sudan Component 2 is to: enhance employment opportunities and stimulate entrepreneurship for unemployed youth including migrants, refugees, asylum seekers and host communities in Khartoum State.

Technical Education and training (TVET), with the help of existing facilities for vocational training and entrepreneurship centers (VTECs) in Sudan can equip refugees, migrant youth, men and women, with the skills required to have access to work, including skills for self-employment and facilitation for small entrepreneurship development (Start-ups). TVET can also improve responsiveness to changing skill-demands by private sector companies and communities, increase productivity and increase wage levels. It can reduce access barriers to the world of work, for example through work-based learning and ensuring that skills gained are recognized and certified. TVET can also offer reskilling programmes in order for the low skilled persons to seize new opportunities and thereby relieve them from the clutches of under-employment. In line with the UNESCO Sudan Draft TVET Policy Review and its Strategy (2016-2021), UNIDO together with agencies such as ILO, UNHCR, IOM and other EU partners, will continue providing evidence-based and impact-oriented practical approaches and up-stream initiatives for interventions with capacity building and transformations at the national level, and through regional and global initiatives where appropriate.

The four VTECs in and around Khartoum State, as mentioned earlier, should fully contribute to the proposed Action. By inclusively empowering targeted groups with market-oriented technical skills development and entrepreneurial skills, allowing them to access the world of work, including self-employment, engage in gender balanced productive and income generated activities, and thereby facilitating their social-economic inclusion with the soft skills needed, these VTECs contributions will be indispensable for project sustainability. Work-based learning is to be further shaped through a Sudanese model of a dual-training system. The interventions will be in line with the relevant UNESCO proposed TVET policy recommendations and based on lessons learnt from project implementation (EU-UNIDO-2010). These would focus on strengthening and building capacities of the VTECs at several levels and support the GoS in effectively and systematically responding with a high degree of resilience, to new emerging target beneficiary demands and sectors of the economy. It should be further noted that the planned interventions on vocational technical training will additionally be availing the services of other development partners in Sudan, e.g. the project Strengthening Vocational Training in Sudan, JICA 2013; and the Sudan Turkish Technical Vocational Training Center, Khartoum, Turkish International Cooperation Agency (TIKA, 2013) to deliver demand oriented courses.

Furthermore, interventions to be considered will be in full alignment with and contributing to the Sudan Educational Sector Plan (ESP) implementation, which has based its policy on the 2030 Agenda for Sustainable Development. Particular reference should be made to SDG # 4: “Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”. With this SDG 4, the relevance of the above-mentioned will be supporting Sudan in its national efforts to enhance education quantity and quality, including the relevance of TVET, which is high on the Sudan Education Agenda. It will equip youth, men and women, adult migrants and refugees with both technical and soft skills for jobs, with full options for decent work, entrepreneurship and lifelong learning.

At the start of the project, a number of assessments and analyses will be required to develop reliable baselines and benchmarks for mapping out the specifics of TVET and VTECs interventions and focused integrated services in line with the project objectives and outputs (to be planned for the next 36 months).
A.1.1 A Baseline Scenario

Overall, education and training have been adversely affected by internal and external struggles and lack of social investment. The access to education and training is not easily obtained by displaced persons, migrants and refugees. As a result, government education institutions, education-focused non-governmental organizations as well as intergovernmental organizations, such as the UN, have made efforts to ensure quality education for several target groups. In 2014, discussions with the Ministry of Education and the TVET sector aimed at mainstreaming concepts and guidelines related to education in situations of emergency and SDG 4, which aims at enhancing the relevance and effectiveness of the education system, with a programmatic focus on ensuring inclusive and quality education for all and promoting lifelong learning.

Within the above framework, vocational training courses are destined to play a crucial role. In this pursuit, action will, in particular, focus on vocational technical education and apprenticeship, using the TVET sector of Sudan as a viable avenue. The current situation and status of TVET indicate that this training is provided through VTCs by both governmental and private centres set up by unions/federations (e.g. the craft union and the farmers union) or national utilities (e.g. the railways, Al-Gazera Project and Nile Transportation) and others. The SCVTA centrally run, technically and administratively, 5 centers (all in Khartoum), while technically supporting other centres. There are 41 public and private VTCs in Sudan, 27 of them (66%) are in Khartoum. Seventeen (17) out of the 19 are private, and 10 of 22 are public VTCs (89.5% and 45.5% respectively) located in Khartoum, while several states (Wilayat) do not have any VTC (e.g. Northern, Nile River, Sanar and Gadarif). VTCs offer short courses (upgrading and initial) and apprenticeship programme, as well as skills testing. Apprentices spend normally two years in the (VTC) centre and one year work-based learning. Many centers are built and/or equipped and staff trained with Japanese, Korean, Malaysian, Turkish or other donor’s assistance. Applicants to enroll in the apprenticeship programme are in general higher than the capacity of the programme (double as much the capacity) and applicants may have to wait a year for the next call for application. The number of graduates from the VTCs annually is slightly less than the number of graduates from secondary technical education, and both are less than those graduating from craft institutes.

According to UNESCO 2011 data, the number of graduates can be compared as follows:

The number of graduates from VTCs was 30.5 %, compared to those from Craft institutions offering some form of vocational training, 37%. Total numbers of boys (VTCs) was 1601 while the total number of girls (VTCs) was 30. Total number of boys from Craft Institutions, was 1839, while only 16 girls finished the training. These figures are very low, if we consider the human resources needs to be addressed in an economy which needs growth. VTCs (both public and private ones) train for 17 occupations (2011 data), but enrollment substantially differs, for example with a range from 3 in printing to 327 in electricity, depending on the choice of trainees, occupation and type of center (public or private).

Some examples:

- Electricity (6.4% private); General Mechanics (100% private); Auto Electric (12.5 % private)
- Welding (16.2% private); Turning ( 16.2%); Refrigeration and Air con.(45.8% private)
- Engineering Drawing (20% private); Computers (100% public);

4 Source: General Secretariat, SCVTA (2011) as mentioned in MoHRD& L (December 2013), Status of TVET in light of the survey results and labour market, Khartoum (p.20)
Source: MoHRD& L (December 2013), Status of TVET in light of the survey results and labor market, Khartoum (p.19)
- Garment Manufacturing (100% public); Printing (100% private);
- Building (50 % private); Carpentry (46.4 % private); Plumbing (100 % public)

The formal TVET system, through its VTCs, represents the vast majority of training programmes available in Sudan, although small in size. Few other programmes can be classified as non-formal, e.g. the craft institutes run by the MoGE. Also some vocational training centers run by the SCVTA and the Wilayat, do provide non-formal courses. Informal (traditional) apprenticeship is thought to also train trainees. Formal apprenticeship programmes are also offered by public VTCs, indicating how small the TVET system at the skilled worker level is (with 5344 total graduates in 2011) and how small the size is of private VTCs (with only 180 graduates in 2011).

In a country like Sudan with high rates of unemployment in various population groups, extended areas of agriculture with low contribution to the GDP, and relatively low technology prevailing, the very low participation rate of only about 3-4% in technical education and similar low numbers in VTCs indicate that Sudan has still a culture of according top priority and value to higher and academic education. Education has undergone dramatic changes because of Arabization of the education system in recent years. Revamping the pattern of education in order to enhance the functional literacy rate necessarily entails enhancing the role of VTECs.

For the purpose of implementation of this Action described, in line with the proposed project objectives, the GoS, UNIDO and the EU can and will directly work with the 4 VTECs set up by the Khartoum State, EU and UNIDO in the period 2007-2010. The existing facilities built up for the vocational training and entrepreneurship centers (VTECs) in Sudan can equip refugees, migrant youth, men and women, with the skills required to access the world of work, including skills for self-employment and facilitation for small entrepreneurship development (Start-ups).

With regard to the Salient lessons learnt from implementing the EU-UNIDO-KTM VTEC Programme:

Implementation work of VTECs focussed on the poor areas/camps of Khartoum State with internally displaced persons and migrants, including women, who previously did not have any access to vocational training programmes in areas of origin and choice. Grassroots work was especially made possible with the full commitment and implementation cooperation given by the partners of international and national NGOs and the community-based organizations (CBOs) and Women Associations actively working in Omdurman es Salam, Umbadda, Mayo, Jebel Avlia and Wad el Bashir (i.e. the areas currently covered by 4 VTECs).

The project has provided administrative and financial systems and software for the efficient management of the VTECs. The full impact of these inputs and experiences can only be realized if the Khartoum State would ensure that the systems are fully being used for other migrant groups and refugee communities, and if the recommendations of the project to decentralize financial operations are put into full operation.

The VTEC programme mobilized at least 10 new center managers at several levels, 33 national technical experts and vocational trainers to work with the new sectoral and market oriented approach for CBT training and

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2 As to the results of the EU-UNIDO-KTM project for “Enhancing the Capacity of Khartoum State in the Delivery of Pro-Poor Vocational Training Services: Vocational/Skills Training Services and Capacity Building in Youth Entrepreneurship Development (YED) for Job Creation and Poverty Alleviation in Khartoum State”, 4 VTEC centers were built, the infrastructure set up, fully equipped with tools and machines, and made operational with a capacity of 800 trainees per center for Khartoum 1, Kerary, Hag Yousif, Souk El Mahali (Khartoum South) and Halfait El Muluk.
entrepreneurship development targeting youngsters from poor and migrant communities (e.g. from Darfur and South Sudan). New technical equipment in each VTEC has allowed these centers to have the flexibility to offer vocational training from the most basic to more advanced technical level.

The CBT approach could have yielded increased and better results when the programme had been part of a dual-training system with more work-based-learning elements for the VTEC trainees. It should be noted that active and sustained input from the private sector is required. Nevertheless, it is worth mentioning that those trainees CBT trained were and still are preferred by the employers and firms.

Although new curricula should still to be developed, the use of the VTEC Competency-Based Training (CBT) approach for vocational technical training and the integration of entrepreneurship development in vocational training is an important legacy of the programme. Sudan has been and is still using in the TVET the traditional antiquated three-year apprenticeship programme for vocational training with curricula more than 30 years old\(^6\). As indicated earlier, a Ministerial Decree creating the High Committee for the Curricula Development for Khartoum State laid-the help of the VTECs - a solid ground and break-through for the introduction of the CBT approach in Sudan. This should be seen as a major milestone as the CBT approach (with an international standard for certification) will considerably contribute to jobs and the overall industrial and private sector development of Sudan and in Khartoum State in particular. The involvement of the Supreme Council for Vocational Training, the National Council for Technical and Technological Education, Businessmen Employers Federation and the Sudanese Workers General Union Federation and other institutions in the development of the VTEC curricula, where more than 60 people were involved, showed broad-based consultation on the curricula introduced by the project. The then Vice-President of Sudan had also given his support to the CBT and had directed that Sudan take this approach nationwide because of its innovative character. The CBT capacities were built for the introduction and application of (labor) market oriented Competency Based Training (CBT) curricula and entrepreneurship development.

Language training, coaching and new approaches in vocational training would not have been possible without the active and substantive support of the Federal Ministry of Labor /HRD Department, which issued a Ministerial Decree, the Ministry of Industry and Education, with national leadership provided by the National Council for Vocational Training and Technological Education (NCTTE), the Supreme Council for Vocational Training and Apprenticeship (SCVTA), the Khartoum State Vocational training and Administration Unit (KSVTA), and the private sector agencies such as the Chamber of Commerce and Industries.

A well implemented and innovative job training approach would allow the VTECs in the future to apply for international accreditation to issue internationally recognized certificates. This would give an edge to the VTEC trainees/graduates in terms of competitive employment possibilities for integration in the country. It should be however noted that the staff of the VTECs and policy makers (at several levels) should obtain at a regular basis refresher training on its applications, testing and monitoring and new issues related to CBT and Work-Based Learning - in line with the needs of project beneficiaries and trainees. The new proposed Action will thoroughly review and address this issue in line with project objectives.

As to the beneficiaries directly targeted\(^7\) by the 4 VTECs, hitherto there have been 6 yearly intakes. The intakes are taken through introductory courses (pre-vocational and language courses) and technical Level 1, 2, 3 courses. The

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\(^6\) It should be noted that vocational schools in most part of the world are using the CBT approach.

\(^7\) Source: End of Project Report Project Number: 9 ACP SU 1-12: EE/SUD/O7/004, Funded by KRTMS and the Delegation of the European Union to the Sudan, 2011
impact of the training and curricula on the beneficiaries in terms of job applications, job attainment and self/employment should be properly assessed and monitored. In terms of the potential outreach, the operational VTECs can be graduate 3,000 fully qualified trainees every 15 months, with 2 shifts of training courses per day (over a 5 day week). With 4 VTEC directors, 10 support staffers (professional and non-professionals) working at several levels, and at least 30 technical trainers per center, specialized training is being offered in the following areas in the VTCs on level 1 and 2 CBT based: (1) sheet metal works, metal bending welding and machining, (2) building and construction sector, (3) automotive repair/maintenance, and heavy equipment, (4) electronic works and ICT related, (5) HVCA refrigeration and air cooling, (6) footwear and leather craft, (7) hotel catering, gastronomy, food and beverage (8) health, social and community development sector, beauty and hair care (10) refrigeration/air conditioning, (11) designing, printing/design/recycling/drawing, (12) Basic technical English, (13) Entrepreneurial thinking, soft skills education, (14) International Computer Driving License (ICDL) and use of CNC machines.

As to HRD solutions, the project has provided several in and out-country opportunities to address the lack of management and technical competence in the staff and trainers of the VTECs. However, the inputs provided are to be updated in order to remain on course. Further technical training and guidance are needed as to the equipment and the curricula updating. In addition, the staff and the trainers have to learn to imbibe the entrepreneurship culture in the day-to-day management of the VTECs. This can only be achieved over a period of time and consistent effort on the part of everyone involved.

In cooperation with development partners, the VTEC project has trained 3,225 direct beneficiaries from the IDP and poor areas of Khartoum State, with at least 60% female participation. Moreover, 365 women in literacy circles have been provided training on how to establish their income generating activity in their own communities serviced by the VTECs. Training was provided to 159 partner NGOs/CBOs staff through Training of Trainers (TOT) in the areas of Entrepreneurship Development Programme (training guides in English and Arabic), Pre-Vocational Training, REFLECT-EDP, Marquob Improvement, Slaughtering, Metal Craft and Product Design & Development (PDA). It also trained 76 Executive Committee members of the NGOs/CBOs on the Essentials of Managing an Association and Leadership.

Evaluation findings indicate that the GoS/Khartoum State, through the NCTTE, the SCVTA and the KSVTA, should bring in the experiences of the VTECs closer to other VTCs and share the experiences set in motion by the VTECs to pursue reflections and analyses with the aim of instilling new thinking in this sector, as indicated by the UNESCO evidence-based Policy review of 2015. The issue of Work-Based Learning will be for the VTECs pursuing downstream and upstream activities, especially when dealing with beneficiary groups such as refugees and migrants, as an important facet to be shaped. Within this context, a dual training system for the TVET in Sudan should be developed within the framework of partnerships between the public and private sector. Synergies to be developed during implementation are intended to lead to a more effective and efficient TVET sector, in line with the UNESCO proposed policy recommendations (2015) and the ESP/SDGs for Sudan.

For effective benchmarking, an update of additional relevant baseline information is further envisaged during the Inception Phase.

### A.1.2. Recent Economic Trends

The economic boom following the secession of South Sudan stemmed largely from high oil prices and significant inflows of foreign direct investment. Although Sudan lost two-thirds of its oil revenues to the newly formed South Sudan in 2011, there was a short-lived burst in economic activity in light of rising oil prices. In recent years, the economy has been adversely affected by political instability, cross-border violence, and poor infrastructure, undermining Sudan’s economic capacity to attract long-term investment as a potential source of...
accelerating the pace of economic development. As the export sector is heavily reliant on oil exports, the sector is strangled in the vagaries of oil prices. Currently the agricultural sector is the country’s biggest employer, making up for 80% of the workforce. Much of the economic resources are focused in the capital Khartoum. Current public debt exceeds 70% of the GDP. Furthermore, the labour market is greatly underdeveloped, and the labour force is largely employed in the informal sector, and where there is gross mismatch between available skills and the needs of the formal manufacturing sector.

Since the economic shock of South Sudan's secession, Sudan has struggled to stabilize its economy and make up for the loss of foreign exchange earnings. The sudden loss of oil income led to a dramatic drop in the Government’s revenue, rising inflation, soaring food prices and a weakened currency. Austerity measures brought in to help address this situation in June 2012 have in turn further fuelled inflation, forcing prices to rise further. These austerity measures involved government cuts, including federal transfers to the regions, tax increases and the gradual lifting of subsidies on fuel, sugar and wheat. Were these measures to be accompanied by the right mix of policies for revitalizing the non-oil productive sector, in particularly agriculture, in the medium to long term, they should redress the domestic and external macroeconomic imbalances created by the loss of oil income. The austerity measures caused rising social tensions and instability as evidenced by demonstrations, followed by the partial lift of austerity measures.

Apart from being subject to comprehensive US sanctions, Sudan is further plagued by an inability to access international finance. Large numbers of economic sanctions have further affected trade and investment. Spillovers of the Arab Spring have additionally led to a decline in capital flows and remittances from Arabic countries. In addition to the large public debt, making out 70% of the GDP, the GDP growth remained subdued. While in 2007, before the secession of South Sudan, the GDP grew by 10.5%, the GDP showed growth rates of 2.5% and 1.4% in 2011 and 2012 respectively. In 2013 the growth rates of 3.6% was driven mainly by the agricultural sector, increasing gold exports and tax reforms. The tax reform revenue rates as well as the revenues from oil transit fees from South Sudan have improved the fiscal deficit from -3.5% of the GPD in 2012, to -1.7% in 2013. However, it is important to mention that neither oil revenues nor oil transit fees translate into new-job creation in a big way.

Reforms are further needed to decrease inflation, which in 2012 and 2013 averaged at about 3.6%. Currently, the country’s GDP per capita accounts to 4,500 USD (CIA, 2016). However, despite the high GDP per capita the wealth is unequally distributed, being mainly focused in urban Khartoum. According to the National Baseline Household Survey 2009, 47% of Sudanese are considered poor while 57.6% of them live in rural areas. Furthermore, in contrast to the high GDP per capita, youth unemployment rate stands at 22% while the female youth unemployment is at 33%.

A systematic analytical exposition of the situation assessment of the state of affairs pertaining to the relevance,-effectiveness and operational efficiency of existing 4 training centres is a precondition for deducing inferences for an implementation plan for preparing the VTECs to respond to the changing skills needs of the industrial sector. The Inception team and mission would source reliable information and data for conducting such assessment and eventually for spelling out the required interventions in terms of policy response and institutional interventions.

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8 Economically, this mainly resulted in two-thirds of the country’s former oil revenue.

The Sudan is now attempting to develop non-oil sources of revenues, such as gold mining and agricultural resources. As the world’s largest exporter of gum Arabic, Sudan produces 75-80% of the world’s total output, with limited value addition. Agriculture continues to employ 80% of the workforce and most of the products are exported in semi-processed form. Job and income creation is essentially a function of value addition to primary resources as evidenced by the industrial development experiences of developed and newly industrializing countries. With enhanced adaptive capabilities and skills Sudan’s resource-based advantages can be converted into competitiveness to fetch higher margins on value added products in coveted market destinations. In addition, the Inception team will also examine new and innovative areas where refugees and migrants can gain job options in emerging avenues, i.e. in the area of IT-coding, repairs of mobile phones and PCs.

A.1.3. Key Interventions

In accordance with the EU-Action Document for the implementation of the Horn of Africa Window EUTF05-H0A-SD-11, it is clearly stated that the interventions planned under this RDPP Action for the Sudan will complement (and be complemented by) projects funded by the Special Measure for Sudan in the focal sectors of basic services (health and education), food security and governance.

The intervention logic of this proposed Action is the following: by improving protection facilitated by legal provisions for education, training, job attainment and self-employment, enhancing self-reliance opportunities, though integrated services and building the capacity of TVETs and relevant authorities for the delivery of such services, refugees, young men and women and their host communities will benefit from a safer and more favorable environment in Sudan. Thus, increasing sustainably their livelihoods opportunities, and decreasing the incentives for irregular secondary movements (EU Fiche 2016). The ultimate aim of the project is to lift beneficiaries out of poverty by increasing their chances to gain productive employment.

The approach will make training and enhancing employment opportunities attuned to stimulate entrepreneurship for unemployed youth including migrants, refugees, asylum seekers and host communities in Khartoum State. An enabling coherent policy environment should also be in place in order for the target beneficiaries of training centres for their effective empowerment in the development process. Cross-cutting legal provisions, such as stay and work permits for refugees and asylum seekers will also need to be addressed with practical insight into related issues and options.

Enhancing and mapping out inclusive job and self-employment opportunities for the target beneficiaries will be pursued through the development of a strategy in line with TVET recommendations. This will be collectively pursued with the private sector agencies (e.g. relevant Chambers, Employers Federation, and SMEs), stakeholders from relevant Ministries and government policy making bodies for TVET (public sector partners), the VTECs representatives, (I) NGOs, CBOs, UN and International partners (UNESCO, ILO, UNDP, GIZ, EU, UNIDO). The issue of “Work-based –Learning” and the development of a “Dual Training System” will be high on this agenda.

The proposed project’s main strategy is to support the development of human capital vis-à-vis quality technical and vocational training which is certified and recognized to support economic and industrial growth. A particular emphasis will be placed on migrant and youth development to prepare them for the “world of work”, including small businesses. This will be achieved through strengthening the institutional capacity of the four Khartoum State vocational training centres to deliver up-to-date skills, training courses with technical and soft skills as well as an entrepreneurial culture relevant to the requirements of modern industry/enterprises operating in the country.

\textsuperscript{10} Central Intelligence Agency-US
As part of the preparations for the strategy and objectives of the Action, a further detailed status review\textsuperscript{11} of the existing training infrastructure and HRD basis of the four Vocational Training Centres in Khartoum States should be prepared during the Inception phase. In this context, the Inception Phase also foresees a number of UNIDO guided sectoral analyses to map out the role of the private sector and other partners in line with the changing patterns of demand for skills. This will enable the Action to revise the demand-side of the training packages to be offered, if required, and link the demand with the supply side, i.e. trainees and moreover the project beneficiaries to ensure that skills development and other initiatives by the VTECs\textsuperscript{12} will be properly matched for an indelible impact for jobs and businesses.

As indicated earlier in the Baseline information section of the Action, similar sectoral analyses were conducted during 2007 and 2010 with the VTECs. The VTECs training systems already set up (i.e. rehabilitation works, equipment, curriculum, training of managers and instructors), include (1) sheet metal works, metal bending welding and machining, (2) the building and construction sector, (3) automotive repair/maintenance, and heavy equipment, (4) electronic works and ICT related, (5) HVCA refrigeration and air cooling, (6) footwear and leather craft, (7) hotel catering, gastronomy, food and beverage (8) health, social and community development sector, beauty and hair care (9) refrigeration/air conditioning, (10) designing, printing/design/recycling/drawing, (11) Basic technical English /Arabic, (12) Entrepreneurial thinking, soft skills education, (13) International Computer Driving License (ICDL) and use of CNC machines. It is also foreseen that new skills areas for applications and use of solar energy, renewables, 3-D printing technology, furniture making and wood work, as well as IT-coding can be considered on the basis of sectoral analysis results. Based on interviews with VTEC managers, the Action envisaged re-skilling programmes and approaches to correct and adjust the mismatch between supply response and demand for skills/competencies, as well as knowledge- and technology-based entrepreneurship development and new ventures creation.

The VTECs and project partners/stakeholders will be technically assisted by the Action to systematically analyse the training and skills needs of their clientele and beneficiary groups, migrants, refugees, asylum seekers, victims of trafficking, host communities. Indications are that overall education and training services provided are very mixed. While such services have been expanded, many community members’ children in semi-rural and rural areas, especially girls, lack access to even basic schooling. Secondary and higher education have expanded but the facilities are limited and the quality is low. The Central Bureau of Statistics 2009 data\textsuperscript{13}, showed that the gross enrolment ratios for Sudanese in basic education for females and males were 55.0% and 58.0%, respectively, and gross enrolment ratios in secondary education were 32.0% and 41.0%, respectively. The under-five mortality rate was 106 per 1 000 live births and the incidence of HIV/AIDS increased from an estimated 1.6% in 2002 to around 2.3% in 2010. Prevalence of malaria and tuberculosis are estimated at 17% and 10%. Sudan ranks 39th out of 41 African countries on the WB-AfDB’s CPIA-Building Human Resources Index for 2011. Sudan may not be able to meet the Millennium Development Goals (MDG) targets 2, 4 and 6 without seriously boosting the capabilities of its health facilities to combat malaria, tuberculosis and HIV/AIDS, which are the main causes of hospital deaths.

\textsuperscript{11} The four VTECs status review will also focus on additional lessons learnt at several levels and fronts, while drawing on UNIDO and other reports, new feedback to be obtained from primary and secondary, as well as open source data on the issues and options related to the input of these VTECs in the proposed project.

\textsuperscript{12} With regard to the 4 VTECs, these are certainly not marked by failure: they were able to carry out their mission since 2010 albeit with reduced financial and HR capacity in a TVET ecosystem which has not been coherent. With new project inputs and impulses, these will be brought to a level so that they can develop as centres of excellence where the core activities will be implemented and attuned to the patterns of demand for skills which are (self) employment oriented and are paving the way for micro and small businesses/Start-ups in Sudan. A comprehensive training of trainers’ programme will be performed for re-skilling of existing instructors. The facilities will be upgraded to meet the technical requirements for course delivery in the intended training areas.

\textsuperscript{13}Poverty Reduction, Social Protection & Labor: The Central Bureau of Statistics 2009 data, showed that the gross enrolment ratios in basic education for females and males were 55.0% and 58.0%, respectively, and gross enrolment ratios in secondary education were 32.0% and 41.0%, respectively. The under-five mortality rate was 106 per 1 000 live births and the incidence of HIV/AIDS increased from an estimated 1.6% in 2002 to around 2.3% in 2010. Prevalence of malaria and tuberculosis are estimated at 17% and 10%. Sudan ranks 39th out of 41 African countries on the WB-AfDB’s CPIA-Building Human Resources Index for 2011. Sudan may not be able to meet the Millennium Development Goals (MDG) targets 2, 4 and 6 without seriously boosting the capabilities of its health facilities to combat malaria, tuberculosis and HIV/AIDS, which are the main causes of hospital deaths.
respectively, and gross enrolment ratios in secondary education were 32.0% and 41.0%, respectively. The agricultural sector provides employment for about 42% of the total labour force; public service and trade employ 19% and 11%, respectively. Since the 1990s there has been a boom in the informal sector and a proliferation of smaller employers; an estimated 60% of the workforce is directly engaged in the informal sector businesses.

The VTECs\textsuperscript{14} will offer to beneficiaries a fair chance to develop their skills required by the private sector businesses or other sectors. The growth in foreign direct investment and entrance of international companies to the market will generate a strong demand for skilled and qualified personnel. To ensure that migrants and refugee communities are given the opportunity to benefit from these employment options, it is essential that they are trained in modern skills demanded by industry and the economy at large. This will reduce the dependency of major companies to seek qualified employees from outside the country. With enhanced adaptive capabilities and work-based skills with entrepreneurship education and small business start-ups with (modern) technology and to commercialise new knowledge, the beneficiaries will also be encouraged to emerge as dynamic entrepreneurs and thereby the project will convert job seekers into job makers. This is an approach which also clearly figures in the TVET Policy review for Sudan.

The specific selected sectoral targets will be also identified as part of the selection of training programmes and areas. The selection thereof will consider the potential of job creation for the above-mentioned target groups within the framework of the project’ objectives – to strengthen existing vocational training institutions in order to enable them to offer good quality and market-oriented vocational training for migrants, refugees, asylum seekers and host communities, ensuring the access of women and girls. Furthermore, during the inception phase, specific analysis will be conducted on the origin of the migrants for consideration by the Project Steering Committee, for their evaluation and certification.

In addition, the project will link up strategic implementing partners and the UNIDO Field Office in the Sudan. By leveraging the VTECs objectives to provide entrepreneurship development and business coaching services and credit options, beneficiaries will be provided with an enabling environment for pursuing self-employment vis-à-vis business start-ups or cooperatives.

\textbf{A.1.4. Problems to be addressed}

The main problems to be addressed by this proposed Action are: (i.) lack of youth and women demand-oriented training programs and education; (ii.) high rate of unemployment; (iii.) a lack of accessible HRD services for entrepreneurship development and economic opportunities in Khartoum State. This is particularly the case in the IDP areas and camps, closely located to the urban and semi-urban areas of Omdurman Dares Salam, Umbadda, Mayo, Jebel Avlia and Wad el Bashir.

\textsuperscript{14} The Implementation arrangements are designed to ensure an enabling policy space and institutional direction for sustainability. To this end, the required VTECs institutional capacity will be strengthened to help develop the TVET eco-system in the country, demand-oriented training courses delivered and the overall efforts sustained in the above-mentioned sectors with proper: a) project management; b) human resources planning; and c) gender sensitive on-the-job training and business coaching. The private sector agencies will be again brought on board to assist in developing and/or revising the VTEC curricula, together with the public sector partners and academia. This will take place within the framework of existing government and private sector plans/policies and definition of those plans in line with the skills needs of the private economy and the public sector.
Furthermore, VTECs\textsuperscript{15} related constraints to be addressed can be summarized as follows:

- The National Council for Technical and Technological Education (NCTTE) and the Supreme Council for Vocational Training and Apprenticeship (SCVTA), two primary institutions involved in Sudan’s vocational training sector, have directly supported the development of the curricula and training approaches using the competency-based approach. However, both institutions have considered the intervention made so far with the 4 VTECs as pilot for Sudan, and did not scale up and share the work of the 4 centers and other ones to be brought on board.

- The challenge is the continued financial support for the operations of the VTECs, including the required training materials for the trainees, as this is quite expensive. Target beneficiaries from the poor IDP areas were not able to pay for the cost of the training, and the State did not continue its subsidy for the training programs.

- The VTECs offer also their training services to large companies and enterprises that can afford to pay the full training costs. VTECs can earn some extra income to help in defray the running costs of the center by responding to the needs of large companies. However, they should approach this with caution as there could be a danger that they would channel more efforts to making money and defeat the purpose of establishing those centers, namely, to train the youth who are coming from the poor areas of Khartoum State.

- The project had built the capacity of the partner NGOs/CBOs to conduct EDP training and how to organize skills training programmes in cooperation with VTECs and their facilities and trainers. Sustainability of the EDP for IDPs would depend on the resources that the NGOs/CBOs can mobilize, as their resources are very limited. Not all the NGOs/CBOs have reached financial sustainability. They relied mostly on donors and resources that they can mobilize from the community. The target beneficiaries are poor, and are not be able to pay for the full cost of the EDP training programme. The NGOs/CBOs can only continue to organize skills training programmes if they are able to mobilize resources from government or donor agencies.

- The existing VTECs in Khartoum State need to upgrade their necessary training equipment for new clients from the IDP areas to provide sufficient urgent technical services and entrepreneurial skills needed by these young populations groups, including women in order for them to make sustainable sources of livelihoods.

- VTECs staff, management and instructors/trainers are still insufficiently equipped to address the direct needs of young persons, seeking technical training that meet the needs of the modern industry and entrepreneurship development.

- Existing vocational training programmes are principally still too supply-driven and do not systematically integrate entrepreneurship development for direct job creation. The lack of information on available intermediate institutional technical assistance and business coaching support services exacerbates the problems faced by entrepreneurial aspirants despite enhanced skills acquired through training.

\textsuperscript{15} Pre-identification of these constraints are compiled according to 2011 End of Project Report Project Number: 9 ACP SU 1-12: EE/SUD/O7/004 and recent UNIDO mission reports on Sudan when interviews with the Ministry of Labor and Human Resources, VTEC management, staff and SCVTA and NCTTE. It is foreseen that the Inception will further detail and update the constraints.
As mentioned, the proposed project activity will, in line with Draft TVET policy recommendations and the ESP (UNESCO, 2015) assist the VTECs to build up its training related assets/resources so as to provide innovative and practical demand oriented training programmes. These are to be synchronized with the patterns of demand for skills, supply response and emerging opportunities based on the information gathered during the inception.

A.2. Institutions and actors involved

As evidenced by the information contained in the FICHE Document for the Action of the Horn of Africa Window EUTF05 – HoA – SD – 11, the encampment policy to deal with urban refugees and migrants seems to be the major issue, and the contours and tenets of the policy response contained therein constitute the norm governing refugee hosting countries of the Horn of Africa. This has proven that socio-economically this approach is not to be sustained for reasons already identified by the international community, including the EU and its development partners. To avoid perceived preferential treatment that might lead to resentment and further tension between refugees and host communities, and to enhance sustainability of responses, integrated solutions benefitting both population groups will be promoted. Protection and livelihood activities will be offered to refugees, migrants and host communities, and activities that stimulate integrated service delivery will be promoted. Recent actions focusing on livelihoods indicate that programmes that also involve the host community may be positively affecting the relationship between refugees and host communities.

Long-term policies should be geared towards integrating long-term refugees into the local communities by providing them the marketable skills training and services to be self-sustaining, and thus providing their contributions, including those that the Government of Sudan would like to see. The offering of a broad range of interventions by the VTECs in particular, and the TVET sector in general, together with private sector and public sector partners, can ensure consensus on sustainability of the interventions’ impact. Furthermore, it is important to work both at the VTECs community based and government level to build coordinated project consensus to smoothen the implementation of the activities and build the relevant capacities of the government agencies, the VTECs and the communities (NGOs, CBOs).

In TVET sector, the international community has committed substantial funding and technical support during 2006 - 2011. Given the massive need and growing demand for external technical assistance, the contribution hitherto made by the international community is proven to be inadequate. The experience shows that, as the socio-economic and local market demands have changed, the TVET sector must also adapt to support the diversification of the economy, maintain the national infrastructure and target those in the informal economy. Vocational training centers must integrate new emerging trades, raise technology profile of equipment, improve employability of its graduates especially those with a migratory background and from poor urban and rural communities. The target beneficiaries, migrants, refugees, asylum-seekers, including victims of trafficking, and host communities, must benefit from demand-driven enhanced skills and adaptive capabilities. They should not be treated as passive beneficiaries of assistance as they do have some competencies and some skills. Major Sudanese private sector companies (DAL Group, Araak Group, Petronas, Haggar Holding, Golden Arrow, Hotel Group, GIAD, Yormouk Complex) and the Chamber of Commerce and Industries consulted by UNIDO and the Ministry of Human Resources Development and Labour have reiterated the request for innovative solutions through the integration of both local training institutions, 4 VTECs, and the private sector. The private sector partners have a clear interest in achieving the project’s planned objectives and are prepared to dedicate the necessary time and possible resources to achieve the goals set.

It should be noted that during the Inception phase, final specifications of institutions and actors will be further identified for synergies needed for SDG4 and SDG9, and the required information and data will be incorporated in the final project implementation plan. The strengthening of capacities of the existing VTECs in order to enable them to offer good quality services, a system that works for employability, and market oriented vocational technical
training for migrants, refugees, asylum seekers and host communities would need collaborative actors and supporting policies.

**A.2.1 Actors involved**

Considering the project focus, objectives and interventions foreseen the local institutions, as included in the next page, as members of a Project Steering Committee (PRC) and Project Technical Committee (PTC) are expected to participate -directly or indirectly - in project the implementation.

The PRC and PTC will ensure coherence in implementation as to the recommended Draft TVET policy, and technical approaches in line with consistency of TVET ecosystem and the direct demands placed by the Action.

- State Ministry of General Education
- Federal Ministry Industry (MoI)
- Federal Ministry of Interior/ National Intelligence and Security Service (NISS)
- State Ministry of Human Resources and Labour (MoHR&L)
- Vocational technical and Entrepreneurship Centres/ Employment Counselling Offices (VTECs)
- Supreme Council for Vocational Training and Apprenticeship (SCVTA)
- National Council for Technical and Technological Education (NCTTE)
- State Ministry of Labour (MoL)
- Professional Sectoral Councils (for Sectoral Quality Assurance)
- Wilayats where the beneficiaries are located
- Sudan Engineering Council/Academia/Universities
- Sudanese Businessmen and Employers’ Federation
- Sudanese Chamber of Commerce and Industries
- Sudanese Workers General Union Federation
- (International) Non-Governmental Organizations (INGOs), Community Based organizations (BSOs), and Business Support Organizations (BSOs) for Data &Project Outreach
- Local Sudanese bank and credit agencies supporting entrepreneurship
- Media partners, Sudan radio and TV

Moreover, when considering project interventions, close coordination (effectiveness/efficiency) with the following international stakeholders will be essential to work with the national stakeholders mentioned above.

- European Union Delegation in the Sudan
- UN Agencies (UNIDO, UNESCO, ILO, UNDP, UNFPA,UNHCR/COR, IOM) located in Sudan
- GIZ
- Italian Agency for Development Cooperation
- JICA
- KOIKA
- TIKA
- AfDB

It should be noted that a detailed final list of actors/partners involved in the project implementation will be provided after the Inception phase. Close scrutiny of the relevance and effectiveness of potential partners will determine the extent of chosen partners’ involvement.
A.2.2 Implementing through a partnership approach

The project intervention logic and strategy will require strong partnerships with the public sector, private sector and (I) NGOs, CBOs in preparatory work and direct implementation. Final selection of project partners will be made on the basis of their proven abilities to contribute to the TVET sector development and socio-economic interventions. The Inception team will be keeping in mind the need for building sustainable linkages and synergies between the 4 VTECs involvement with the target beneficiaries and the different stakeholders additionally mentioned in item A.2.1. During the Inception intensive consultations with relevant organizations and stakeholders will be held to initiate these partnerships. As to the involvement of (I) NGOs and CBOs the extent of their participation will be decided on the basis of selection criteria and after assessing their management capacities to assist in the multiplication effect at the level of project community areas to be included as the project sites.

Whenever required, as an implementation condition, the project will also boost the management capacities of local partners. UNIDO will remain actively engaged in regional processes of relevance to the EU Horn of Africa and in addition to other initiatives, such as those of the African Union, ECOWAS, and the League of Arab States, in support of comprehensive approaches to address the root causes of these large-scale boat movements.

A.3. Origin of the project

The origin of the proposal is based on the official request by the GoS to UNIDO for providing the necessary technical assistance for the implementation of a regional development and protection programme in Sudan, in order to enhance development alternatives to first and secondary movements from the country. By strengthening resilience of (host) communities and in particular the most vulnerable as well as the refugees and displaced people. The project proposal will assist overall Khartoum State, the Ministry of Human Resources and Labour, the Ministry of Industry, the Ministry of General Education, the Private Sector, and other local stakeholders to enhance the technical and vocational capacity building sector in Sudan, create job opportunities and reduce poverty, through the creation of sustainable sources of income and (self) employment opportunities.

As mentioned earlier, the EU Trust Fund will help address the root causes of destabilization, forced displacement and irregular migration by promoting economic and equal opportunities, strengthening resilience of vulnerable people, security and development. This initiative complies with its priority initiatives/goals 1.1: “Investing in development and poverty eradication” that aims at supporting resilience, in particular to the benefit of the most vulnerable groups, in particular women and children, and communities hosting protracted refugee populations, including through sustainable rural development, food and nutrition security, health, education and social protection. In 2013, UNHCR launched its Strategy and Regional Plan of Action on Smuggling and Trafficking from the East and Horn of Africa region. This Action will be providing support to this regional strategy which is recommending targeted but interrelated interventions to address the protection needs of refugees, asylum-seekers and stateless persons affected by smuggling and trafficking in the region.

A.4 Target Beneficiaries

Considering that the project’s main objective is to enhance employment opportunities and stimulate entrepreneurship for unemployed youth including migrants, refugees, asylum seekers and host communities in Khartoum State, a broad range of beneficiaries is targeted by the project. Particular attention will be given to those young men and women in that age sensitive to out migration (e.g. under 25 age group). For this purpose, the Action will undertake capacity strengthening and human resources development for the expansion, rehabilitation
and additionally equipping of the 4 Khartoum State VTECs, and to develop policy linkages and synergies with the VTEC sector at the national level.

1. **Direct Beneficiaries at institutional level**: Staff of VTEC local training institutions and vocational centres, men and women instructors/trainers, project coordinators, job coaching experts and business coaches working together as part of the strengthening of the institutional and organizational structures, and TVET policy level interventions to orientate the supply of training to the socio-economic demands, and to consider “value for money”. Cooperating partners, including (I) NGOs, CBOs and BSOs, private sector business associations for the technical capacity building activities and entrepreneurship in the supply chain of modern industry and businesses.

2. **Indirect Beneficiaries**: Sudan TVET Authorities, policy makers, Wilayats, and local stakeholders, including the SCVTA, NCTTE, the National Centres for Curriculum and Educational Research, and other interested TVET institutions.

3. **Ultimate Direct Beneficiaries**: The youth, men and women, migrants, refugees, persons with disabilities and host communities as well as local informal sector entrepreneurs in targeted poor project areas closely located to the urban and semi-urban areas of Omdurman es Salam, Umbadda, Mayo, Jebel Avlia and Wad el Bashir, i.e. those areas covered by VTECS of Kerary, Hag Yousif, Halfait and Khartoum South. It is expected that both direct and ultimate direct beneficiaries will be distributed across in each outcome, as required.

The Action will target the following 3 different groups as ultimate direct beneficiaries, with an estimated number of at least 2500 trainees to be enrolled, and who should be facilitated to be integrated in jobs and generate income:

1. **Group 1**: Pre-employment training mostly for young men and women who have completed the first or second cycle of formal education in Sudan or elsewhere, have no income and are preparing for their first employment. These can benefit from the VTEC provision of marketable technical skills and entrepreneurship training.

2. **Group 2**: In-service training & re-training for men and women working in the informal or formal sectors (public & private) who want to update, upgrade or change jobs, and have small business interest. This group will include also those who lost employment due to migration, or had to flee and because of radical changes in technology became jobless. These persons would benefit from skills upgrading/improvement or re-training and entrepreneurship training.

3. **Group 3**: Men and women with disabilities who need to be integrated in the labour market, and people who are disadvantaged in the labour market due to their geographical location (e.g. nomadic people, displaced from conflict affected areas, demobilized soldiers, school drop outs). This group can also include older workers in e.g. host communities who are at a disadvantage due to long time unemployment.

It should be noted that during the Inception Phase (max. 3 months) mapping, analysis and identification of targeted beneficiaries will be further detailed. The fine tuning of main target groups will be undertaken with the staff of the VTECs operating in the Khartoum State, relevant project stakeholders and development partners, using site visits and focus group meetings.
A.5 Relevance of the Project in Relation to National and International Frameworks

Despite Sudan’s non-ratification of the revised Cotonou Agreement, the EU remains committed to the people of Sudan, and since 2010 has made €196 million available from the European Development Fund to address the needs of people living in conflict-affected areas.

Sudan benefits from other actions under the EU Emergency Trust Fund for Africa, in particular from a €15 million development and protection programme for refugees and host communities in Eastern Sudan and Khartoum, and also from a regional project worth €40 million to improve the capacity of countries along the Eastern Migratory Route to better manage migration.

In the Africa region, the East and Horn of Africa, as well as sub-Saharan African States, continue to be important routes and areas where mixed migration challenges are playing out on a daily basis. Countries in the East and Horn continue to experience conflict, violence and recurrent humanitarian emergencies.

The project is also in line with the priorities of UNDAF, the PRSPs, SDGs and other international development targets and indicators as follows:

**Poverty Reduction Focus**

The project aims to lift beneficiaries from poverty by increasing their chances to gain productive paid employment and self-employment by translating their entrepreneurial aspirations into deeds by virtue of their accumulated skills. The VTECs should offer beneficiaries a chance to develop marketable technical vocational skills that are in-demand in Sudan’s private and public sector, as previously identified by the 4 VTECs, the Private Sector and the MoHR&L. These are to be verified and further assessed during the Inception. Due to the enormous resource base of Sudan and entrance of foreign multi-nationals to the market, a strong demand for skilled and qualified personnel was generated. To ensure that migrants, refugees and host communities are given the opportunity to benefit from these employment opportunities it is essential that the curricula is being updated and that they are trained in modern skills in line with the changing demand patterns for skill needed by emerging firm in Sudan. This will also reduce the dependency of corporations to seek qualified guest workers from outside the country.

**Economic Growth**

The construction and agriculture sectors are experiencing a significant boom in Sudan. The use of heavy equipment and industrial machines is essential to the operations of the above sectors. The VTECs will support the basis for this economic growth by strengthening the skills of Migrant’s to support the operations demanded by these industries and reduce dependency on foreign skilled labour. In addition, new areas are being identified in e.g. the IT sector, where coding and 3-D technology are calling for attention in the skills arena.

**Impact to the Market**

The VTECs will train technicians qualified to meet the demands of modern industrial sectors and services and their role will be an essential part of the successful supply response to the changing patterns of demand for skills. In addition, the integration of entrepreneurship development should also contribute to market development.

**Gender**

The VTECs will play an essential role to attract participation of women trainers in the activities of the centre. The VTECs will attract women from various vulnerable groups including youth, widows, women-headed households, etc. The participation of women in courses related to computer technology, Arabic and English literacy and commercial studies will prepare them for opportunities as administrators in the work-place with a target
participation rate of 30%. In addition, the VTECs will be open to include women in technical courses as demanded and encourage their participation in technical fields. Equal importance will be given to the promotion women as teachers and instructors.

Furthermore, the VTECs will open doors to a larger target group and enable beneficiaries to benefit from a modern education system, which given their socio-economic status would not be possible due to the high-cost of trainings offered by private institutions. The contribution of EU to this project is essential to address the above mentioned issues, particularly in view of the need to offer development alternatives to people aspiring to migrate.

B. REASON OF UNIDO ASSISTANCE

UNIDO\textsuperscript{16} has been actively involved in similar projects funded by EU Sudan since 2003, with projects covering a wide range of technical assistance interventions, such as vocational training, cluster building and value chain development. In particular, between 2007 and 2010, UNIDO implemented the EU-VTEC-project with Khartoum State, where the full establishment of the four VTECs has been one of the key interventions in the different technical assistance programs, which won the approbation of the technical counterparts, donors and target beneficiaries. The GoS and EU’s current request to UNIDO to strengthen the capacities of the existing 4 VTECs bears testimony of UNIDO’s proven capabilities and reputation. The implementation, results and impact of this Action should provide a contribution to a national TVET and employment policy in combination with operational mechanisms for the effective institutionalization of the revamping process. As part of the exercise, a framework should be formulated for the national context of the institutional setup for TVET training programmes taking UNESCO and ILO’s recommendations into account.

UNIDO in collaboration with Interagency partners, has gained familiarity with the history and background of the VTECs and specifically in Khartoum State, and other centers in Sudan and in other regions, by building up the “missing middle” of VTEC graduated technicians and professionals for the services and manufacturing sector. With its knowledge and experience gained during interagency interactions it is contributing to upstream work, i.e feeding into TVET national policies and strategies. UNIDO as a Specialized Agency also clearly understood what the requirements are to empower and integrate vulnerable groups, including migrants – IDPs/refugees, through its various technical assistance programmes worldwide, in jobs, income earning ventures and start-ups.

Furthermore, UNIDO has developed a multi sectoral approach in using its technical and managerial expertise in setting up capacity building programmes for managers and instructors and technical trainers (Ref. UNIDO project EE/SUD/07/004). As to an integrated approach to Youth Entrepreneurship (YED) at VTECs with institutional entrepreneurship in various technical sectors, UNIDO has brought this in line with the requirements for MSME development and job creation for several clients, including migrants, refugees and displaced persons.

With the experience and expertise that UNIDO has accumulated during the past decades, combined with its concept of Inclusive and Sustainable Industrial Development (ISID), UNIDO has a well established and good network of national and international expertise for demand oriented technical-vocational training analyses, and

\textsuperscript{16} In this context, UNIDO, as the United Nation’s specialized agency for industrial development, has been providing technical assistance for developing countries for social and economic development and environmental sustainability, through specialized technical services in the areas such as poverty reduction, trade capacity-building, developing private-public partnerships, innovation, technology transfer and productivity enhancement, industrial infrastructure and institution building, clean energy, and in the domain of gender, the projects formulated by UNIDO specifically addresses the empowerment of women through access to education, training, science and technology to enable them to engage in productive activities.
tools/manuals to address the markets/clientele to be developed through the TVET sector, entrepreneurship (women and youth), public-private linkages for job creation, curriculum development and related support programmes

Based on the above-mentioned, UNIDO is in a better position to provide technical assistance to develop and strengthen the VTECs in Khartoum and contribute to the enhancement of the functional literacy of the youth in Sudan who normally remain in the state of joblessness for years for want of adequate technical skills and capabilities. The envisaged Inception phase is timely in order to assess and fine tune the relevance and effectiveness of the existing 4 VTECs, keeping pace with the rapidly changing facets of the frontiers of best practice and skill development and capability building.

**C. THE PROJECT**

**C.1. Objective of the Project**

The overall goal of the Action is to contribute to create an evidence-based, innovative and sustainable development and protection solution for refugees and host communities, hence providing development alternatives to irregular primary and secondary movement.

The development objective and impact of this EU-UNIDO Action, i.e. the Technical Assistance project will be to strengthened resilience of communities, in particular the most vulnerable as well as refugees and displaced people in host communities in Sudan.

Particularly, the project will support the implementation of objectives of the EU Trust Fund, which is aligned with the Valletta Action Plan priority domains and part of the EU Regional Development and Protection Programme (RDPP) in the Horn of Africa grant to the Government of Sudan (GoS).

This Action Fiche has provided the following specific objective, namely:

*Enhance employment opportunities and stimulate entrepreneurship for unemployed youth including migrants, refugees, asylum-seekers and host communities in Khartoum State*

Whereby, UNIDO will be responsible particularly for the outcome, i.e. for strengthening the four existing vocational training institutions in the Khartoum State enabling them to offer good quality and market oriented vocational and technical training for migrants, refugees, asylum seekers and host communities.

The above-mentioned outcome is linked to UNIDO and GIZ, which are complementary to each other, and aims at creating an evidence-based, innovative and sustainable development and protection solution for refugees and host communities in Sudan. Hence, strengthening of existing vocational training institutions is needed, in order to enable them to offer good quality; markets oriented vocational training, as well as improve livelihood opportunities and basic services such as education and to enable transition from humanitarian assistance towards sustainable development in line with the country’s development policies, including TVET.

Parallel coordination in implementation between UNIDO and GIZ will be arranged in order to achieve the overall goals of the outcomes, which is eventually to advance development and protection solution for refugees and host communities in Sudan. The activities of the GIZ and UNIDO will lead to optimal synergies, as they will target
various segments and development bottlenecks along selected livelihood development, vocational training, basic service delivery and capacity building for locals. Both organizations will coordinate and exchange relevant information and expertise with the GoS as reflected in the output-related activities described under C1.

The **six proposed project results and activities include:**

**Result 1**

The institutional capacities of the four Khartoum State Vocational Training and Entrepreneurship Centres (VTECs) in terms of planning, management development and staff training in relation to the needs of Sudan’s economic modernization programme, proposed TVET policy, and SDG 9 and 4 to be mainstreamed, with a view to developing market- and demand-driven vocational technical training and relevant professional skills will be improved.

**Activities**

1.1 Critically review the VTECs’ approach, management and skills training programme in relation to the needs of Sudan’s economic modernization programme and SDG # 9 (Goal 9: Industry, innovation, infrastructure), SDG #4 (Education) with a view to identifying the gaps that impede the relevance and effectiveness of the existing technical facilities, ongoing training curricula and programmes to be mainstreamed for changing patterns of industrial development in Sudan.

1.2 Carry out a validation workshop with data analysis, including VTEC management and staff as well as stakeholders (Private sector, UNESCO, UNHCR, IOM, ILO, UNIDO, EU, JICA, AfDB, and GIZ) to ensure the relevance of interventions in filling in the gaps and making training programs abreast of the current needs.

1.3 Conduct institutional and technical capacity building for VTEC managers, instructors and trainers, in coordination with GIZ, to deliver improved services and skills training to beneficiaries and fully implement the CBT training programs.

1.4 Initiate interventions for capacity building for staff of the Supreme Council for Vocational Training and Apprenticeship (SCVTA), National Council for Technical and Technological Education (NCTTE), the Ministry of Industry, HRD and Labour, taking into consideration the findings of the needs assessment and of the Sudan policy review undertaken in 2015 (by UNESCO).

1.5 Review the 2010 Competency Based Training (CBT) approach, which was newly introduced with the technical curricula modernized for Sudan, with corresponding national occupational quality standards to be put in place with the Private Sector Agencies and sectoral councils. A number of CBT curricula for those sectors demanding further training will be expanded to include levels 3 and 4 (excluding the leather sector, hotel and food catering training).
Result 2

The staff of the Supreme Council for Vocational Training and Apprenticeship (SCVTA), the Ministry of Industry, Human Resources Development and Labour will be engaged in several capacity building efforts on a sustainable basis to implement a sound Human Resource Development (HRD) policy for registered migrant youth, and to develop a direct link and a Medium Term Plan with the private sector agencies and enterprises to support job creation and self-employed “Start-ups “as development alternatives to migration

Activities

2.1 VTECs, together with the authorities of GoS and the private sector, are to develop an adapted dual training system, relevant for the Sudanese economy and HRD policy, based on the Work-Based-Learning (WBL) approaches as proposed by UNESCO and ILO.

2.2 In line with an elaborated and adapted dual-training system approach, the SCVTA and NCTTE will be assisted in developing a direct link and a Medium Term Plan with the private sector agencies and enterprises to support sustainable job creation and “Start-ups “.

2.3 Assist VTEC management, staff and trainers to systematically integrate an entrepreneurship culture in the day-to-day operations (institutional entrepreneurship) and support sustainable linkages with the private sector for career guidance and job coaching.

Result 3

The 2010 Competency Based Training (CBT) approach, which was newly introduced with the VTECs technical curricula modernized for Sudan, will be reviewed with corresponding national occupational quality standards to be put in place. A number of CBT curricula for those sectors demanding further and new training will be expanded to include levels 3 and 4 (excluding the leather sector, hotel and food catering training (as these have already all 4 levels developed ).

Activities

3.1 Facilitate partnerships between VTECs and the Khartoum State Small Industries Programme and other private sector industries organisations to develop their implementing capacity within institutional settings to deliver the CBT approach;

3.2 Develop the operational mechanism of the CBT approach to enable its application to other TVET system institutions as a CBT model.

Note: SCVTA and VTECs are able to implement a sound HRD policy for registered migrant youth, and direct training support of targeted vocational technical education – in partnership with the private sector - for employment seeking young women and men, combined with institutional entrepreneurship and career guidance for opportunity driven productive livelihoods. Results will feed into the proposed TVET and ESP policy recommendations.
Result 4

Approximately, 2,500 beneficiaries (semi) urban migrants, refugees under employed and under skilled youth living in host communities at the identified project sites in Khartoum State) will be trained in market relevant trades including integrating soft work-life skills such as basic English and Arabic courses to improve functional literacy and ease access to employment opportunities and business Start-ups.

Activities

4.1 Organize a series of evaluation seminars with VTEC development partners, the private sector and the GoS to review the project implementation achievements and sustainability challenges, including VTECs taking on the role of “Demonstration Centres”, while using its networking capacities to contribute to major system changes and innovations in the VTEC sector.
4.2 Intensive functional Arabic and English language courses consisting of several levels to be provided to increase the ability of the migrant to communicate clearly and safely; the language courses will be scheduled for the entire project duration of 3 years.

Result 5

Job Placement Services Units already set up within the VTECs, for gender-based career guidance and job coaching of trainees from Khartoum, for transiting and remaining in the job-market, with partnerships for sustainability under public and private sector support, will be strengthened and made fully operational.

Activities 5

5.1 Develop an awareness raising strategy/campaign with the media, public and private sector, to change negative mind sets and stereotypes (of parents and the public at large) on so-called “Blue Collar “workers and technicians coming from the TVET sector.
5.2 Identify project beneficiaries in compliance with national legislation, legal provisions, work permits in close cooperation with national related bodies (such as the Commission for Refugees, Ministry of Interior), and related UN sister agencies (UNHCR/the COR/Commission of Refugees) using agreed upon criteria (officially registered, socio-economic background).
5.3 Strengthen VTEC based Job Placement Services Units, set up as part of its operations to sustain services by its trained staff, for gender-based career guidance and job coaching of trainees from Khartoum, for transiting and remaining in the job-market.

Result 6

Access to Start-up financing, knowledge-and technology-based entrepreneurship and coaching for business development, for those who are technically skilled and enterprising to support self-employment creation will be facilitated. The access to credit, microfinance opportunities, the use of savings schemes, and crowd funding will be especially promoted among men and women, with a specific focus on spelling out and implementing the contours and tenets of the required policy space and institutional direction for effective business coaching services and job placement.

Note: The Khartoum State VTECs have set up “Demonstration Centres” within their premises and are using their networking capacities with development partners to contribute to major changes and innovations in the TVET sector, and integrating the provision of job coaching services to young migrants in Sudan.
Activities 6\(^9\)

6.1 The training in specific sectors will be designed jointly with the private sector in order for the training to meet (labour) market demand. A Call for Expression of Interest and subsequent Request for Proposals are to be conducted. After a technical and commercial evaluation, a local company or credible legal entity will be selected to work with UNIDO and relevant stakeholders in designing this training component. The company will provide 50% co-financing as requested.

C.2 UNIDO approach

UNIDO Livelihood Recovery methodology is based on the delivery of technical curricula, vocational and entrepreneurship training courses, including the provision of toolkits, start-up material and social soft skills (Work-Life). The training curricula will focus on the demands of marketable skills, which are obtained and regularly adjusted from market analysis/need assessments involving the private and public sectors.

The project strategy will build on prior UNIDO’s programmes for the rehabilitation and restructuring of existing training centres and education systems in the region, in particular the youth entrepreneurship development project implemented in Khartoum State and the strengthening of the 4 vocational and technical training centres in Khartoum for youth entrepreneurship and job creation. It will also seek to complement the on-going GIZ programme in Sudan as identified in the component (3) of the Action Fiche, aiming at helping to expand cooperation among the various national institutions which offer structures and expertise in vocational/technical education and training. Thus, collaboration will be essential with relevant ministries of the Government and institutions, including the Ministry of Education, the Ministry of Industry and Ministry of HRD & Labour.

The initial phase of the project strategy will lay the groundwork for the implementation, monitoring and evaluation. This would include carrying-out a review/needs assessment activity to verify and better understand the needs, interest and expectations of the different beneficiary groups in the different targeted areas. This phase would also serve to review/assess existing curricula, technical subjects, equipment, and staffing and take appropriate action to improve/refine project planned activities and indicators. Subsequently, following this initial phase the project will train the human resources (instructors) required for the centres.

In addition to the technical subjects, albeit not the immediate primary focus of this project, its strategy will lay out the groundwork for a major emphasis on applying competencies and knowledge for jobs and entrepreneurial skills development, micro-enterprises and income-generating activities. For that purpose, the project will develop a concept for a “dual-training” approach in line with the Work-Based-Learning (WBL) focus, getting away from the non-functioning traditional apprenticeship approaches. The project will test Micro-and Small Enterprise Development Modules (with the VTECs) with selected beneficiary groups in the field. These VTEC’s will focus on the type of training received (metalworking, woodworking, fabrication/welding, linguistics, etc.) and should

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\(^9\)Note: This activity is to be planned, including pre-start-up entrepreneurship development training, coaching and mentoring to assist unemployed youth in developing a business idea and preparing a viable business plan. The training to be provided should cover four elements: entrepreneurship development; marketing and market plan for a business idea; business planning; and finance. This approach builds on the business model that combines all elements of a business and marketing plan into one plan. The total duration of training and support is to be elaborated during the Inception phase with the number of months/hours of training to be identified. This output is to be delivered through a mixture of classroom sessions, group work and individual assignments and coaching.
lead to individual or group income-generating/small enterprise projects within the beneficiaries migrants/refugees and host communities. Under the guidance of trained staff from the VTECs, the trainees will meet periodically to learn and explore possibilities for the implementation of individual or group economic activities. Once graduated, the staff of the training centres will be encouraged to visit youth and women’s projects and accompanying them in their activities. Special consideration will be given to young girls with regard to these activities.

The main Government counterparts of the project will be the Ministry of Industry, Ministry of General Education, and Institutions related to the Ministry of Human Resources Development and Labour (HRD&L). The project will be implemented in close corporation with the local authorities and partner agencies involved in the field. These include regional authorities, civil society. UN Agencies located in Sudan, and other related institutions. An extensive list has been provided in Section A.2.1. “Actors Involved”.

The organizational and operational structure of the project will be designed to ensure that the project management has the autonomy and the capacity to conduct day-to-day operations and to make any amendments to its implementation plan which may be found necessary to ensure conclusive impact and consistent progress in implementation. In this respect, the project will have at least 5 permanent staff and the majority of its services and inputs will be provided through technical assistance based in Sudan, fully supported by UNIDO-HQ, and on contract from competent local expertise, consultants and institutions. Assistance will be obtained from the PSC and regular stakeholder meetings.

In the implementation of the above described output related activities, the project will pursue the following:

**Logic sequence envisaged:**

**First**, VTECs current status will be re-assessed/reviewed. Training programmes will be chosen in order to define the focus and scope of interventions required. The GoS, UNIDO and GIZ will work together to make these determinations.

**Second**, Opportunities for migrant and refugee groups will be identified for support in their establishments and legal registration along with identifying existing groups who would also receive assistance in their organizational strengthening to respond to Output 2. UNIDO will lead these activities in collaboration with GIZ in areas where their responsibilities overlap.

**Third**, Migrant and refugee groups will be identified (as a subset of the preceding) and will receive support with regard to skills development and other capacity building to respond to Output 2. UNIDO will lead these activities.

**Fourth**, Other VTECs will be identified that will receive support to respond to Output 3. GoS will lead these activities in collaboration with UNIDO and GIZ. The detailed activities will be defined after the Inception Phase analyse, reviews and recommendations are finalized.

**Fifth**, Opportunities to provide modules, materials, CBT training curricula, and other assistance to public and private entities will be identified so as to contribute to the sustainability of interventions beyond project completion as well as expanding successful models and tools to other regions or TVET centres. This activity will feed into upstream work and contributing to TVET policy recommendations. UNIDO will work with GIZ to provide relevant HRD related input to the Ministry of Industry, Ministry of HRD&L, Ministry of General Education, other governmental entities and private sector service providers.
Overall, and in line with the project outputs, UNIDO will be responsible to provide the 4 VTECs with capacity strengthening, coaching, and the procurement of machinery, equipment, and other inputs related to demand oriented technical skills training of the VTECs as vocational technical training institutions facilitating job options and entrepreneurship. Results and impact will be shared to feed into Sudan TVET policies and system. In order to provide assistance in an effective and efficient manner and avoid duplication of efforts, both organizations will coordinate and exchange relevant information and expertise with the GoS and other partners, as reflected in the output-related activities described under C.1 and following the following policy direction:

- Provide the right mix of skills for the labour market and enterprise/Start-up development;
- Ensure that teachers, instructors and trainers are well-prepared with technical and industry experience;
- Make full use of work-based learning;
- Fully engage stakeholders’ for effective participation in implementation.

C.2.1. Project Phases

1. Inception phase: 3 months, months 1-3:

The Inception, required for assessing and fine tuning and preparing several areas of implementation of the 6 Results (i.e. Outputs) as proposed by the Action, will be in light of reviews, and analysis, using focus groups, open source data and direct inputs from project partners. The Inception will be overseen by a UNIDO technical team -PIU (international and national experts) who will work with designated representatives from the EU, UNHCR/COR, UNESCO, ILO GIZ, the GoS Ministries and direct beneficiary groups, including VTEC staff and management. Until such time the international and the national project coordinators will be in place.

Main Activities foreseen:

Establishment of the UNIDO Project Implementation Unit (PIU) as described in the dedicated paragraph below. This Team will undertake missions, site visits for reviews, interviews and analyse information and data for mapping out of current VTECs needs in line with the envisaged Action, and for overall profiling of targeted beneficiaries, preparation of the detailed implementation plans and Key Performance Indicators (KPIs). The Inception will also ensure collection of background knowledge and data needed to provide information and evaluation baselines for the project, identify actual and potential VTECs resources, and develop detailed project implementation plans, both overall and for the first year.

Mapping out and strategizing the coordination with existing initiatives, including policy recommendations to be implemented by other national and international stakeholders; prepare a Communication and visibility strategy; set up the Project Steering Committee (PSC) and define its ToRs. The Inception team will trigger off the works required to finally select the VTECs, regions, NGO/CBOs as project partners required to officially launch the Project.

The Inception phase will also provide inputs for possible adjustments to be made in the project document. It is also foreseen that a system for developing the elements of an “Exit Strategy”, and a monitoring and evaluation culture to contribute to project sustainability, including following-up of identified risks (risk mitigation), will be formulated.

Documentation, baselinedata and analytical reports will be compiled and finalized by the team based on the above mentioned review and activities, for submission to the EU, the GoS and stakeholders for approval/endorsement.
2. **Implementation phase: 33 months, i.e. months 4-36**

   **Phase 2: Project Implementation (33 months):** The Implementation Phase is the core component of the project and will generate virtually all of the outputs and success indicator products/KPIs if the project evolves as planned. Nonetheless, project management and its steering committee and advisory boards must be open to possible alterations required in focus and in operational activities if changing conditions and/or new information suggests that modifications to implementation plans will better facilitate project objectives, results, downstream and upstream as well as long term desired results.

3. **Phasing-out & closure phase: maximum 6 months, months 36 – 42 as per art. 3.8, 3.9 and 18 of the PAGODA General Conditions.** Handing over, disseminate results, end-of-project evaluation, final reporting.

   C.2.2 Project management

The project management structure foresees four organizational units:

1. **UNIDO Project Implementation Unit (PIU):**

   UNIDO project component will be under the supervision of the Agri-Business Development Department (PTC/AGR) - Agro-Industries Technology Division (PTC/AGR/AIT) - PTC/AGR/AIT, in close cooperation with the EU Delegation Office and UNIDO Field Office in Sudan.

   UNIDO – PIU will be performing the technical coordination and monitoring functions in the field. UNIDO will be responsible for the delivery of all relative selected activities under all Results, as stipulated in the project document and work plan.

   The PIU will be composed of:

   - A Chief Technical Advisor (international), in charge of leading the PIU/project coordination
   - A National Project Manager
   - NPC in charge of coordination and administration
   - National Experts
   - Gender Expert
   - 1 Driver
   - Admin and Finance Officer

   Furthermore UNIDO will recruit, as necessary for the implementation of this Action, technical experts (national and internationals) who will provide short and medium term technical assistance as required by the different project activities. Profiles, allocation and duration of mission of those technical consultants will be identified in the inception phase of the project, as the exact description of profiles can only be defined once the VTECs and direct beneficiary groups are finally selected. Where national expertise is available, UNIDO will work with national experts and International experts will only be considered if national expertise is lacking and a required training session(s) can be provided by the international expert.
The PIU will work closely with and in full coordination with the UNIDO HQ based Project Manager (PM). The PIU will be responsible for the overall day-to-day implementation, coordination and supervision of field activities and will establish a good working relationship between the project, the beneficiaries, the counterparts and other on-going projects and programmes.

The PIU, in addition, will ensure an effective day-to-day monitoring of all project activities.
At Project start-up, also a Project Steering Committee (PSC) will be established with the task of decision-making, supervision and general guidance.

2. **Project Steering Committee (PSC) for the UNIDO project:**

In particular, the main Terms of Reference of the PSC will be to:

- **A.** Provide the Project with strategic direction in terms of implementation of project activities;
- **B.** Ensure the effective coordination and cooperation between all involved stakeholders;
- **C.** Review and approve, at the end of the Inception Phase, the documents containing the reviewed version of the Project and the relevant Action Plan, prepared by the PCU;
- **D.** Monitor the progress of project activities towards achieving the planned outputs; and
- **E.** Review and approve the annual work plans prepared by the PIU. Members of the PSC will be representatives of the counterparts involved. During the PSC’s meetings representatives of associations of the sectors and the unions can be invited to attend, but shall not be entitled to cast a vote.

The Project Steering Committee will meet quarterly and have the main task to monitor the implementation of the project as defined in the work plan, provide relevant input and also to offer the opportunity of coordination between stakeholders. Regular meetings of the component steering committee will enhance the synchronization of activities as well as the coordination with the EU, the government and other local stakeholders. Core members of the PSC will be the UNIDO project teams and representatives of the GoS/ Ministries and the EU delegation. Sub-committees will be established upon selection of the VTECs and Training Groups/Employee/Experts to ensure cooperation with local institutions and coordination with actors engaged in the selected Training Program. As needed, coordination meetings will be conducted to ensure the synchronization of activities implemented by GIZ and under the larger RDPP programme in Sudan in order to maximize synergies between activities and avoid overlapping.

**C.3. Thematic Area and Code**

The thematic area: CE11 and code PRP

The project will directly contribute towards the achievement of the UN Sustainable Development Goals: 1 (eradicate poverty) and falls into UNIDO’s poverty reduction portfolio (EC1) and in particular Agribusiness and Rural Enterprise Development (GC11), its thematic area is poverty reduction through productive activities (PRP). It will also fall under OECD DAC code 'Vocational training' number 11330.
C.3.1 The UN Sustainable Development Goals

The proposed project\textsuperscript{20} will contribute towards:

- “SDG 1”: End poverty in all its forms everywhere”. It will also contribute to
- “SDG 4”: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
- “SDG 5”: Achieve gender equality and empower all women and girls.
- “SDG 9”: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

C.4. Impact

As the practical underpinnings of the project are aimed at creating sustainable sources of livelihoods, income earning and employment, the implementation of the project is expected make an indelible impact poverty reduction and thereby address the root cause of migration and displacement. However, the tangible impact that the vocational training system potentially will have on the target beneficiaries cannot be sustained without an extended period of operation, with constant injection of restructuring and the incidence of technical progress in the operations those VTECs and the TVET system in Sudan. At the present stage the vocational training system in Khartoum State requires to be assessed whether and when the UNIDO approach will be effectively adopted by Khartoum State Government and the extent to which this adoption will impact on the lives of marginalized populations throughout the State. Their role will be an essential part of government’s endeavour to foster sustainable development and to build cohesion in the system of the TVET sector, in particular at upstream level for a conducive eco-system. Enhanced skills will also enable them to climb the ladder of career development and provide access to jobs. Gainful self-employment can be obtained through small business development.

C.5. Risks

It is assumed that the GoS and relevant authorities will be fully supporting this project throughout its implementation and will equally engage for its sustainability. Both statements and deeds should be complementary to the project goal. In the absence of positive political and practical support from the government, the practical implementation of the project will be at fault. In this context, the Government Authorities will undermine this project if the Government of Sudan fails to maintain the current policies towards the refugees and asylum seekers and sustain the stable political context with no major conflict (Political instability in neighbouring countries that impact the influx of migrants, refugees etc.). Internal conflicts in Sudan might also hinder the project's implementation due to reasons related to safety; unforeseen emergence of non-political and non-environmental catastrophes such as epidemics or extreme weather events which (Adverse environmental events that impact economic stability, labour market etc.) will occur during the project’s lifespan.

The Risk Management Matrix can be found in Annex B

\textsuperscript{20} Particularly to the Action Fiche 1A: 50% of the refugees in camps in East Sudan live on chronic poverty with limited to arable land and tools, and 1B: 83% of the urban refuges population is illiterate and has only received basic schooling.
C.6. Sustainability

The duration of the project is planned for a three year period. This time-frame ensures that the project stakeholders will be able to build a solid foundation and ensure the VTECs are operating, complying with the norms of quality and high-standards. The integration of the four VTECs into the GoS ministries and their respective departments, the MoHRD&L, NCTTE and SCVTA which are mandated to run / maintain vocational training activities in the country, will be an essential incumbent following completion of the project. In the light of lessons learned about the impediments which hitherto affected the sustainability of programme implementation, required terms of agreements will be codified during the early phase of implementation for defining the role of relevant Ministries and departments for ushering in sustainability in line with the ESP and TVET policies. In addition, the participation of local partners will maintain its operational role within the VTECs to jointly deliver training courses with GoS ministries and departments and other centres, upon completion of the project. The project stakeholders will work closely with the local authorities and relevant line ministries to promote the sustainability component of the project and together with the local partners’ long-term plans for the TVET sector to expand their operations in Sudan will provide a good basis to increase the likelihood of sustaining the approach and development impact of the four VTECs, particularly. This is in view of the fact that the required capacity and capabilities would have been created during the three-year project period.

C.7 Gender Mainstreaming

The VTECs will play an essential role to attract effective participation of women in the activities of the centres. The VTECs will attract women from various vulnerable groups including youth, widows, women-headed households, etc. The participation of women in courses related to computers, IT-coding, Arabic and English functional literacy and commercial studies will prepare them for opportunities as administrators in the workplace with a target participation rate of 30%. In addition, the VTECs will be open to include women in technical courses as demanded and encourage their participation in technical fields. Particular attention will be given to the gender issue since the project’s starting point. A local gender analyst will be recruited also during the inception phase for collecting baseline data and developing a gender analysis for the job market aimed at detailing interventions to be planned. The gender analysis will take in consideration also the “feminization” of the migration patterns. Specific networks/groups of beneficiary women will be identified and ad hoc activities detailed in implantation. A careful gender analysis of the labor market is a necessary step. Actions for empowerment of girls and women should also be promoted and a gender-sensitive VET system should be designed. To this end, state and non-governmental actors have to be supported during implementation in applying gender-sensitive approaches and integrating specific gender-orientated initiatives.

Furthermore, in order to integrate specific gender-oriented initiatives it is necessary to collect gender-specific data on the situation of target groups seeking employment. It is possible that resistance will emerge from their communities or even family members to undertake gender equality promoting measures. We should acknowledge these resistances and design a strategy to deal with them. UNIDO has gained experience in similar projects in other developing regions, when dealing with these constraints.

During the implementation phase, the gender expert will seek to ensure balanced access and participation of women and men in project activities, with particular attention to capacity building and related support activities to the women network. To this end, the gender expert will develop specific actions to ensure gender balance and activities taking into consideration special needs of women groups for income generating activities and business management.
All the project activities will be equally provided to women and men, but a particular attention has been reserved to women and youth. In particular, ad hoc linkages will be created with other initiatives currently implemented in Sudan by national or international stakeholders and development partners (i.e. Women Entrepreneurship Development Programme (World Bank Programme), GIZ, UNHCR, (I) NGOs/CBOs and BSOs.)

Regarding project staff, a gender balance in the recruitment of project management and staff will be emphasized, and efforts will be made to ensure that recruited staff either has existing knowledge on integrating a gender perspective or their capacity will be built in this area, or will be trained (e.g. I Know Gender Course on UN Women’s eLearning Campus: https://trainingcentre.unwomen.org/ and UN Women Training Centre https://trainingcentre.unwomen.org/course/index.php?categoryid=1).

A Gender Matrix can be found in Annex C.

**C.8 Communication and Visibility Strategy**

The Communication and Visibility Plan of this Action is as per Annex VI of this contract.

All visibility and communication activities of the project will be in line with the Joint Visibility Guidelines for EU-UN actions in the field and comply with the Financial and administrative framework agreement between the European Community and the United Nations, consolidated version in force since February 2014; Article 11 of the FAFA (Financial and Administrative Framework Agreement). The project will also carry out all communication and visibility activities in close cooperation with the EU Delegation in Sudan, in particular the Press and Information Officer. Particular reference is also made to the “Communication and Visibility Manual for EU External Actions” 21.

In the inception phase of the project, a communication and visibility plan will be drafted and discussed with the EU delegation in Sudan. Elements which will be considered are inter alia press releases, press conferences, press visits, brochures and newsletters, website activities, photographs and other suitable measures as listed in the Joint Visibility Guidelines. The communication and visibility plan will be drafted according to the EU template and will include overall objectives, the target groups within Sudan as well as the EU and specify detailed activities and indicators of achievement.

During the whole duration of the project, UNIDO will report on the implementation of the communication and visibility plan as well as milestones and outputs achieved as agreed to in the plan. The budget to carry out the agreed upon activities included under “Visibility Actions” is included in the attached project budget (Annex No. B). A mechanism for awareness creation and highlighting the facets and progress of programme implementation in local media should also be established.

Furthermore, the EU flag will be included in all project communication as well as the reference that “This project is funded by the European Union”. Additionally, the disclaimer annexed to the Joint Visibility Guidelines for EU-UN actions in the field will be included in all publications.

D. BUDGET

The overall total budget of the Action is of EUR 3,000,000 as presented and detailed in Annex III of this contract.

D.1 Counterpart inputs

Both at inception and implementation phases, UNIDO will facilitate the involvement of relevant local National and International Institutional counterparts in the Institutions will be requested to provide relevant inputs and to participate in the project’s activities for ensuring an effective project implementation.

The Government of Sudan will, with the assistance of the project stakeholders:

- Guarantee timely and effective full support throughout the implementation of the various project phases;
- Contribute to the collection and analysis of available related national data and material with its own professional field capacity;
- Provide all necessary national and/or regional government authorizations to carry out field activities, taking into consideration that the absence of these authorizations could prevent or delay field project activities;
- Make available, when possible, office space with telephone facilities for use by the experts during the missions and provide meeting rooms for official meetings and workshops.

D.2. UNIDO Inputs

UNIDO will be responsible for:

- Maintaining the project management unit, recruiting national and international experts and consultants required for the project. The project will strive to achieve a gender balanced structure;
- Organizing and implementing all the activities planned in the validated action plan in synergy with the local institutions and with the private sector for assuring project sustainability; and
- Managing and monitoring the overall implementation of the project, making sure priority is given to national expertise whenever applicable, insuring the gender balance through the entire project cycle.

The following international and national staff will be recruited /involved through UNIDO:

1. International staff

- Project Manager at UNIDO Headquarters, including technical support managers
- An administrative project assistant at UNIDO Headquarters
- One Chief Technical Advisor as Project Technical Coordinator based in the PIU in Khartoum, Sudan
- International experts in specific areas will be recruited (however the required number of experts and w/m will be determined during the Inception Phase based on findings and recommendations)

2. National staff (please synchronize with the Budget Excel sheet)

- National Coordinator
- Administrative Assistant
- Financial Officer
- IT and Data Management Expert
- 1 Gender Expert
- 1 Driver
Additional staff requirements will be eventually defined during the project Inception Phase.

3. **Sub-contracts**

Eventual sub-contracts agreements will be defined and suggested during the project inception phase.

4. **Training**

- Project team members, especially regional ones, participate in special training programmes and will arrange training workshops for GoS and TVET stakeholders, counterpart's staff members to share knowledge and experiences and build a common background in terms of intervention approach and techniques;
- All project team members will undergo gender-sensitization trainings;
- Training programmes for target beneficiaries will be designed based on findings during the inception phase.
- Other specific training on employment oriented sector development will be implemented as required.

5. **Equipment and supplies**

The necessary equipment for VTECs will be purchased by the project. One car will be purchased to facilitate the movements of the local project team. Required equipment for implementation phase will be identified during the inception phase.

**E. MONITORING, REPORTING AND EVALUATION**

Monitoring and evaluation will be done with the use of the key performance indicators (KPIs) at the level of project outcomes and outputs respectively. The indicators and their means of verification are included in the log frame. The table below illustrates how the various indicators inform on the results of VTEC institutional development. The key performance indicators as well as contextual qualitative information will be collected according to the following indicative Monitoring & Evaluation Work plan.
<table>
<thead>
<tr>
<th>Type of M&amp;E activity</th>
<th>Responsible Parties</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inception workshops and inception report</td>
<td>UNIDO Project Manager, Steering Committee</td>
<td>Within first two months of project start up</td>
</tr>
<tr>
<td>M&amp;E design and tools to collect and record data (performance indicators)</td>
<td>UNIDO Project Manager, PIU (Chief technical Advisor + National project coordinator)</td>
<td>Start of project</td>
</tr>
<tr>
<td>Baseline study, verification of information collected during project formulation</td>
<td>International consultant, local evaluation service provider</td>
<td>After choice of Training groups and region</td>
</tr>
<tr>
<td>Regular monitoring and analysis of performance indicators</td>
<td>PIU</td>
<td>Regularly to feed into project management</td>
</tr>
<tr>
<td>Quarterly progress reports</td>
<td>PIU, Stakeholders’ PRC, consultation workshops</td>
<td>Every three months</td>
</tr>
<tr>
<td>Mid and Yearly progress report</td>
<td>UNIDO project manager, local evaluation service provider</td>
<td>After 18 and 36 months</td>
</tr>
<tr>
<td>Terminal project evaluation and reporting on lessons learned</td>
<td>UNIDO commissioned international consultant, local evaluation service provider</td>
<td>Evaluation at least one month before the end of the project; report at the end of project implementation</td>
</tr>
<tr>
<td>Visits to field sites</td>
<td>UNIDO Project Manager</td>
<td>Every 6 months for the entire duration of 3 years.</td>
</tr>
</tbody>
</table>

PIU = Project Implementation Unit

Collection and processing of baseline data and specific information on project related relevant details regarding socioeconomic conditions of beneficiaries involved is foreseen through household surveys and surveys with training groups. These baselines will be regularly updated by the project.

The project managers of UNIDO with the project implementation unit (PIU) staff will provide input into the design of the M&E system, particularly the parameters for reporting. The Project intends to develop a monitoring culture, in addition to the formal monitoring exercises. The PIU will also help the national evaluation consultants to design their baseline studies, mid-term and final reports. Particular emphasis shall be placed on overall progress, achievements, organizational performance of the trainees and challenges in making the VTECs self-managed and sustainable.

**E.1. Reporting**

Without prejudice for the UNIDO obligations regarding information and reporting specified in the PAGODA General Conditions:

a) For regular monitoring, there will be quarterly project progress reports which provide information and analysis about the progress of planned activities, which may lead to adjustments in project work plans.
b) Semi-annual reports. These will be prepared twice a year: not later than 30 calendar days after the end of a six-month period.
c) Final report. This will be prepared within 6 months, after the end of implementation.

E.2. Monitoring

As prior indicated, the Project Steering Committee (PSC) will be formally responsible for the overall monitoring and supervision of the Action. The PSC will meet on a semester basis, and more frequently if required by its members, to review progress against the work-plan. It shall approve implementation work, on the basis of six-monthly reports submitted by the Programme Manager.

Biannual progress reports will provide an assessment of progress for all outcomes and outputs as stated on the Results Framework, and as measured by the corresponding indicators. Collection of relevant data will be scheduled well in advance of the reporting deadlines so that the evaluation of indicators can be based on facts and as much as possible on independent sources.

The Annual Programme review exercise will be organized to (internally) evaluate the results of the Programme, and to agree on any revisions required in the work-plans and implementation modalities. This Programme review will involve all members of the PSC. An overall external evaluation of the Programme will be implemented at its conclusion to comprehensively assess the results achieved.

Although the project will have a formalized monitoring system set up, UNIDO’s experience indicates that a monitoring culture by project beneficiaries will be required. The Inception Team will elaborate this topic. At the local level and as described before, the project activities shall be monitored and supervised by UNIDO project team (PIU).

The indicators and their means of verification are included in the LOGFRAME. Based on the outcome of several monitoring exercises these verification indicators could be modified.

E.3. Evaluation

The Project will be subject to independent review processes assisted by the UNIDO Evaluation Group. This will include:

- The mid-term review; and
- The final evaluation.

The indicative budget allocated for the evaluation activities is EUR 32,000. The conclusions and recommendations of the mid-term review should lead to follow-up actions to be taken and any corrective action necessary including, if recommended, the re-orientation of Project components.

The project counterparts, stakeholders and beneficiary groups will be informed at least two months in advance of the dates foreseen for the external evaluation missions. Project counterparts, stakeholders and beneficiaries shall collaborate efficiently and effectively with the evaluation experts, and provide these with all necessary data, information and documentation, as well as access to the VTECs, project premises and relevant sites.
F. PRIOR OBLIGATIONS AND PREREQUISITES

The project is to be fully funded by the EU/Sudan for an initial duration of thirty six months. The total project budget has been estimated at a maximum of three million Euros (EUR 3,000,000). The most important prior requirement is EU funding approval and the EU Funding Agreement are obtained. The Memorandum of understanding is established between UNIDO and Government Counterpart (for Khartoum State VTECs), the Ministry of HRD &Labour, ensuring that the counterpart will be expected to give full cooperation and support through the implementation of this project activities. As indicated already in several sections of the Action, the UNIDO assisted project will be implemented in close coordination with other implementing partners of the EU global RDPP programme and other relevant stakeholders.

G. LEGAL CONTEXT

The present project is governed by the provisions of the Standard Basic Cooperation Agreement between the Government of the Republic of the Sudan and UNIDO, signed on 8 March 1988.

H. ANNEXES

Annex A: Logical Framework
Annex B: Risk Management Matrix
Annex C: Gender Matrix
Annex D: Timeline of the Activities
## OVERALL DEVELOPMENT OBJECTIVE

*Strengthened resilience of communities, with particular focus on the most vulnerable, migrants, refugees and displaced people in host communities in Sudan*

## SPECIFIC OBJECTIVE

*Enhance employment opportunities and stimulate entrepreneurship for unemployed youth including migrants, refugees, asylum seekers and the host communities in Khartoum State.*

<table>
<thead>
<tr>
<th>PROJECT STRATEGY</th>
<th>OBJECTIVELY VERIFIABLE INDICATORS</th>
<th>MEANS OF VERIFICATION</th>
<th>IMPORTANT ASSUMPTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Increased jobs for the special target groups including migrant youth, women, and host community members (disaggregated by F/M)</td>
<td>Baseline data collected during the Inception Phase</td>
<td>GoS commitment and the four VTECs management’s commitment</td>
</tr>
<tr>
<td></td>
<td>Increased revenue, disaggregated by sex, job attainment, Start-ups, and other self-employment options</td>
<td>Official statistics collected by Governments, agencies and the project</td>
<td>The political situation remains stable in Sudan and an enabling environment ushered in by all stakeholders involved in the formulation, implementation and monitoring of programme components.</td>
</tr>
<tr>
<td></td>
<td>Baseline data collected during the Inception Phase</td>
<td>Project baseline survey and project progress/ evaluation reports</td>
<td>VTECs</td>
</tr>
<tr>
<td></td>
<td>Reports from concerned line Ministry(ies), stakeholders</td>
<td>VTECs</td>
<td></td>
</tr>
</tbody>
</table>

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22 to be modified after Inception Phase

23 As highlighted in the EU Action Fiche EUTF05 -HoA-SD-11
OUTCOME

The VTECs will provide better quality education, training and coaching services to young women & men from vulnerable groups making them more resilient (i.e. unemployed youth including migrants, refugees, asylum seekers and host communities), facilitating the matching of the changing patterns of demand for skills with supply response in selected sectors, contributing to the reduction of immigration flows, as well as providing input for new TVET policy and institutional direction.

RESULT 0: INCEPTION PHASE
Detailed results oriented project work plan design incl. LOGFRAME, risk and stakeholder analysis, work plan, monitoring plan, budget prepared.

RESULT 1:
The institutional capacities of the four Khartoum State Vocational Training and Entrepreneurship Centres (VTECs) in terms of planning, management development and staff training in relation to the needs of Sudan’s economic modernization programme, proposed TVET policy, and SDG 9 and 4 to be mainstreamed, with a view to developing market- and demand-driven vocational technical training and relevant professional skills improved.
**RESULT 2:**
The staff of the Supreme Council for Vocational Training and Apprenticeship (SCVTA), the Ministry of Industry, Human Resources Development and Labour will be engaged in several capacity building efforts on a sustainable basis to implement a sound Human Resource Development (HRD) policy for registered migrant youth, and to develop a direct link and a Medium Term Plan with the private sector agencies and enterprises to support job creation and self-employed “Start-ups “as development alternatives to migration.

- Dual Training System for Sudan developed to support work-based learning (WBL)
- # of trainers are provided with the technical and pedagogical skills
- # of additional training equipment and furniture needed
- # of training programs are initiated and monitored.
- # of additional sponsorship of VTECs by multinational companies
- Within several ministries and agencies services set up to support the various groups of target beneficiaries

**RESULT 3:**
The 2010 Competency Based Training (CBT) approach, which was newly introduced with the VTECs technical curricula modernized for Sudan, will be reviewed with corresponding national occupational quality standards to be put in place. A number of CBT curricula for those sectors demanding further and new training will be expanded to include levels 3 and 4 (excluding the leather sector, hotel and food catering training (as these have already all 4 levels developed).

- Protocol with GoS ministry(ies) confirming delivery of training centre signed
- 4 Functional training centres fully equipped with facilities to deliver modern training for at least 5 sectors in high market demand
- # of curricula that meet industry demand accepted and implemented
- 10-12 VTEC trainers per VTEC provided with up-to-date skills on CBT approach.
- # of students trained (m/f) with CBT approach for at least 5 sectors
- # of female instructors trained
- % of graduates (m/f) finding jobs
- # of business Start-ups and other income earning initiatives

**RESULT 4:**
Approx. 2,500 beneficiaries (semi) urban migrants, refugees and unskilled youth at the identified project sites in Khartoum State will be trained in market relevant trades, incl. integrating soft work-life skills such as basic English/Arabic to improve literacy and ease access to employment and new ventures.

- Statistics collected from Governments, agencies and the project, open source data
- Feedback from private sector and industry that the students’ skills and knowledge meet their requirements.
- Meeting reports with private sector
- Media reports and programmes Job Exchanges and Start-up Fairs organized

<table>
<thead>
<tr>
<th>VTECs personnel and other institutions involved in the project who received training continue to work in the same organizations/training facilities to support target beneficiaries</th>
</tr>
</thead>
</table>
| Job Placement Units at the VTECs have basic facilities, staff and coaches in place

<table>
<thead>
<tr>
<th>Assessments done through sub-contractor report.</th>
</tr>
</thead>
</table>
| M & E of the project - Regular surveys among enterprises on graduates’ performances

<table>
<thead>
<tr>
<th>Budget exercise for 3- year period</th>
</tr>
</thead>
</table>
| Business Coaching manual

<table>
<thead>
<tr>
<th>Manual on Work-Life available and used</th>
</tr>
</thead>
</table>
| Counterpart personnel who received training remains within the Centres to sustain developments and carry out follow up
RESULT 5:
Job Placement Services Units already set up within the VTECs, for gender-based career guidance and job coaching of trainees from Khartoum, for transiting and remaining in the job-market, with partnerships for sustainability under public and private sector support, will be strengthened and made fully operational.

• Job Placement Units fully operational
• # of Business Coaches trained and providing services
• # of graduates from the supported projects in gainful and relevant employment
• Increase % in income levels
• # of companies employ trainees

RESULT 6: 24
Access to Start-up financing, knowledge-and technology-based entrepreneurship, other business support services and coaching for business development, for those who are technically skilled and enterprising to support self-employment creation will be facilitated. The access to credit, microfinance opportunities, the use of savings schemes, and crowd funding will be especially promoted among men and women, with a specific focus on spelling out and implementing the contours and tenets of the required policy space and institutional direction for effective business coaching services and job placement.

• # of trainees undergoing entrepreneurship training
• ‘# of trainees coached
• % of new Start-ups set up by VTEC graduates
• # of credits, loans, financing provided
• # of credits paid back
• Monitoring data/information and Reporting from the project
• Other relevant surveys, e.g. using the same sample as in the market assessment survey
• Assessments contained in the reports of relevant international agencies
• Immigrants/project beneficiaries are granted legal status, stay permits their work and Start-up Permits within Sudan.
• The private sector agencies are fully willing to cooperate with the VTECs and project beneficiaries

RESULT 7:
Project management implemented

RESULT 8:
M&E

• Project milestones and targets reached

Please refer to the table in section “E. Monitoring, reporting and evaluation”

24 This output will be verified during the Inception Phase.
## ANNEX B - RISK MANAGEMENT MATRIX

<table>
<thead>
<tr>
<th>RISK</th>
<th>MITIGATING MEASURES (INCLUDED IN THE VARIOUS ACTIVITIES OF THE PROJECT)</th>
<th>LIKELIHOOD OF OCCURRENCE</th>
<th>IMPACT, IF RISK OCCURS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The focal point, within the GoS, in charge to ensure the coordination among local institutions/ stakeholders is not identified, or is undergoing major changes.</td>
<td>EU and UNIDO will create the necessary awareness of the importance of this project.</td>
<td>Medium</td>
<td>Time lag/delay in the implementation process.</td>
</tr>
<tr>
<td>2. The high level political support/commitment is insufficiently provided by the GoS.</td>
<td>EU and UNIDO will raise awareness to the focal point within the GoS and encourage communication and involvement of the appropriate persons.</td>
<td>Medium</td>
<td>Project implementation, effectiveness and sustainability are limited.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Immigrants and project beneficiaries are not allowed to work and their legal status is still unclear</td>
</tr>
<tr>
<td>3. Insufficient data availability on migration.</td>
<td>Strategic collaborations among different stakeholders active in the field.</td>
<td>low</td>
<td>M&amp;E are limited.</td>
</tr>
<tr>
<td></td>
<td>Baseline data collected during the inception phase.</td>
<td></td>
<td>Baseline information and benchmarking delayed</td>
</tr>
<tr>
<td>4. Humanitarian and environmental crisis in target areas.</td>
<td>Involvement of the regional institutions and GoS in the crisis management (policy dialogue)</td>
<td>Medium</td>
<td>Number of refugees sensibly increased could limit project’s capacity of absorption.</td>
</tr>
</tbody>
</table>
## ANNEX C - GENDER MATRIX

<table>
<thead>
<tr>
<th>Outputs and Activities</th>
<th>Possible Gendered Outputs</th>
<th>Possible Gender Indicators</th>
<th>Indicative Gender Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Gender impact assessments.</td>
<td>• # of reports produced.</td>
<td>• Projects design reflects women’s participation in VTECs training and promotes women’s economic empowerment.</td>
</tr>
<tr>
<td></td>
<td>• Sex disaggregated data and gender information for the project implementation phase are collected.</td>
<td>• # of gender impact assessments undertaken.</td>
<td>• Policy makers and enforcers make use of gender sensitive information for decision-making.</td>
</tr>
<tr>
<td></td>
<td>• Consultation with women trainees and entrepreneurs are undertaken continuously.</td>
<td>• # of activities planned for supporting gender mainstreaming.</td>
<td>• Women entrepreneurs have increasing access to productive assets and market.</td>
</tr>
<tr>
<td></td>
<td>• Dialogues are facilitated among key stakeholders from government, civil society, private sector and community leaders to discuss gender implications of the project initiatives.</td>
<td>• # of women supported through training, coaching and other services.</td>
<td>• Opportunities for women and men to benefit from the selected VTECs’ training courses of intervention are more equitable.</td>
</tr>
<tr>
<td></td>
<td>• Priority growth sectors and training modules are identified and market opportunities are assessed, particularly for developing job opportunities for young women &amp; men.</td>
<td>• # of gender specific targets included in the framework.</td>
<td></td>
</tr>
<tr>
<td><strong>Inception phase</strong></td>
<td></td>
<td>• # of specific recommendations for equitable access to benefits for male and female trainees and entrepreneurs.</td>
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<tr>
<td></td>
<td></td>
<td>• # of dialogues on gender implications of the project’s processes facilitated.</td>
<td></td>
</tr>
</tbody>
</table>
• Monitoring system, with a clear Gender matrix is set up.
• The plan of action for the project implementation has to take in account technology transfer and capacity building activities, target female and youth, in synergy with local institutions.
• Technologies transfer is facilitated and selected considering the need of women entrepreneurs.
• Training materials and infrastructures are developed/ provide in synergy with the local institutions taking into account the women needs.
• Strategies are identified to improve equitable sustainable employment option and income opportunities for female and male workers.
• Encourage all stakeholders involved to offer equal opportunities for female and male professionals involved in the project.

• # of gender analysis/ assessments carried out with participation of all partners.
• # of female participation in technology transfer and capacity building events/ initiatives.
• # of female-owned business applying for receiving technology and trainings.
• # of promotional material prepared for supporting gender mainstreaming.
• # of partnerships with the private sector to support gender equitable employment opportunities and women entrepreneurs business.
• # of women entrepreneurs and managers engaged in project activities.
• # of measures taken to support women’s and men’s professional to be involved in the project initiatives.
• % of women trained.
• # of events undertaken to sensitize trainers on gender equality.
• # of trainees who can explain the gender dimension.

• Women’s income increase.
• Working conditions for women improve through application of appropriate technologies.
• Employment opportunities for women increase in workshops and factory operations.
• Design and development of machinery and tools are increasingly appropriate to specific women’s work.

Implementation Phase
Output 1 to 6
### ANNEX D - TIMELINE OF THE ACTIVITIES

Timing for the implementation of the various Activities

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarter</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
</tr>
<tr>
<td>Activities</td>
<td></td>
<td></td>
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<tr>
<td><strong>Project signing of documents &amp; implementation to be prepared</strong></td>
<td>X</td>
<td></td>
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<tr>
<td><strong>Inception Phase (approx.3 months)</strong></td>
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<td>X</td>
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<tr>
<td>Including missions, field visits, focus groups, meetings with Govt., stakeholders, beneficiary groups, UN agencies, finalizing inception reports, documentation and approval of these</td>
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<tr>
<td><strong>Adjusting work plans and project activities to further detail project work plans</strong></td>
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<tr>
<td><strong>Set up of the PMU and recruitment of national and international experts</strong></td>
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<tr>
<td><strong>Set up of the PSC</strong></td>
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<tr>
<td><strong>Implementation Phase</strong></td>
<td></td>
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<tr>
<td>Output 1 related planned activities</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
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<tr>
<td>Output 2 related planned activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Progress report #1 covering 6 months</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Output 3 related planned activities</td>
<td>X X X X</td>
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<tr>
<td>Progress report #2 covering 6 months</td>
<td>X X X X</td>
<td></td>
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<td></td>
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<tr>
<td>Output 4 related planned activities</td>
<td>X X X X</td>
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<tr>
<td>Progress report #2 covering 6 months</td>
<td>X X X X X</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Output 5 related planned activities</td>
<td>X X X X</td>
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<tr>
<td>Annual progress report on implementation</td>
<td>X</td>
<td></td>
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<tr>
<td>Output 6 related planned activities</td>
<td>X X X X X X</td>
<td></td>
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<tr>
<td>Procurement of equipment and related services</td>
<td>X X X X</td>
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<tr>
<td>Mid-term evaluation</td>
<td>X</td>
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<tr>
<td>Joint EU-GoS-UNIDO Press reporting and communication/based on the C+V Plan with stakeholders, target beneficiaries (i.e. folders, info materials, Press &amp; Video presentations etc.)</td>
<td>X X X</td>
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<tr>
<td>Finalization of Exit Strategy and putting it in place w/ stakeholders/VTECs, direct target beneficiaries demand oriented jobs/services with dev. impact &amp; sustainability</td>
<td>X X X</td>
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<tr>
<td>Project closure and handing over, including transfer of equipment, curricula, training materials, tools, project property and related goods and services developed.</td>
<td>X X X X</td>
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</tbody>
</table>