

Independent Evaluation

South Sudan

Integration and progress through protection and empowerment of displaced groups in South Sudan

UNIDO Project Number: TF/SUD/12/001



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

UNIDO EVALUATION GROUP

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Cover photo shows a reconstructed training centre, welding training and a small business set up with the support of the project. Juba, South Sudan.

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Contents

Abbreviations and acronyms.....	v
Glossary of evaluation related terms	vii
Executive Summary	x
1. Introduction and background	1
1.1. Introduction	1
1.2. Project Background.....	1
2. Evaluation purpose, scope and methodology.....	6
2.1. Evaluation purpose and scope	6
2.2. Evaluation methodology.....	7
2.3. Limitations of the evaluation	10
3. Country and Project Context.....	11
3.1. Overall situation and trends	11
3.2. Government strategies and policies	13
3.3. Technical Assistance frameworks	14
4. Project Assessment	15
4.1. Project Design and Intervention Logic	15
4.2. Project Management.....	20
4.3. Relevance and ownership.....	21
4.4. Efficiency	24
4.5. Effectiveness and Project Results	28
4.6. Sustainability.....	47
4.7. Impact	48
4.8. Crosscutting Issues.....	50
5. Conclusions, recommendations and lessons learned	52
5.1. Conclusions.....	52
5.2. Recommendations	53
5.3. Lessons Learned	55
Annex A: Project Evaluation Terms of Reference	56
Annex B: Project Logical Framework.....	76
Annex C: List of individuals interviewed	77
Annex D: Questionnaire and guide for FGD for beneficiaries	79
Annex E: Bibliography.....	82
List of Tables and Figures	
Table 1: Summary of Project Outcomes and Outputs.....	1
Table 2: Training Overview	31
Table 3: Number of toolkits disbursed (by course)	40
Table 4: Independent evaluation’s measurement of achievements against the Logical Framework	46

Figure 1: Project Management Organigram.....	4
Figure 2: The intervention Overview.....	5
Figure 3: The Evaluation Process	7
Figure 4 and Figure 5: Reported study location and age of respondents	9
Figure 6: Type of work prior to UNIDO training	23
Figure 7: Satisfaction with training received.....	36
Figure 8: Quality of trainers	36
Figure 9: Working Beneficiaries (data collected by VTCs)	37
Figure 10: Reported increase in income following the training	38
Figure 11: Reported Income Increase by course	38
Figure 12: Post training situation	39
Figure 13 and Figure 14: Reported usefulness and quality of toolkits to current occupation (by gender)	41
Figure 15: Intervention for peace building and income security	49

Abbreviations and acronyms

AMC	Approval and Monitoring Committee
CLARIS	Community Livelihood and Rural Industry Support Programme
CPA	Comprehensive Peace Agreement
CTA	Chief Technical Advisor
DAC	Development Assistance Committee
DDR	Disarmament, Demobilisation and Reintegration
EU	European Union
EVA/ODG	Evaluation Group/ Office of Direction General
FGDs	Focus group discussions
FHH	Female Headed Household
GET	Gender and Entrepreneurship Together
GOSS	Government of South Sudan
GOJ	Government of Japan
HDI	Human Development Index
IDP	Internally Displaced Person
ILO	International Labour Organization
IP	Integrated Programme
JICA	Japan International Cooperation Agency
ITC	Information and Communication Technology
JTSS	Juba Technical Secondary School
LED	Local Economic Development
LER	Local Economic Recovery
PM	Project Manager
MCT	Ministry of Commerce and Trade
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MFI	Micro Finance Institution
MOE	Ministry of Education
MOFA	Ministry of Foreign Affairs of the Government of Japan
MOL	Ministry of Labour
MoLPSHRD	Ministry of Labour, Public Service and Human Resource Development
MSME	Micro Small and Medium Enterprises

MTC	Multi-Purpose Training Centre
NGO	Non Governmental Organization
NPC	National Project Coordinator
OECD	Organization for Economic Cooperation and Development
PCA	Peace and Conflict Assessment
PMT	Project Management Team
PMU	Project Management Unit
PSC	Project Steering Committee
PSD	Private Sector Development
QIPs	Quick Impact Projects
SAP	Systems Applications Products (enterprise resource planning tool)
SME	Small or Medium Enterprise
SPLA	Sudan People's Liberation Army
SPLM	Sudan People's Liberation Movement
SSDP	South Sudan Development Plan
SSOPO	South Sudan Older People's Organisation
SSP	South Sudanese Pounds
TF	Trust Fund
ToR	Terms of Reference
ToT	Training of Trainers
TPA	Technical Project Advisor
TPO	Technical Project Officer
TVET	Technical and Vocational Education and Training
UNESCO	United Nations Educational Scientific and Cultural Organization
UNMIS	United Nations Mission in the Sudan
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
UNTFHS	United Nations Trust Fund for Human Security
UR	UNIDO Representative
US	United States
USD	United States Dollars
VCD	Value Chain Development
VTC	Vocational Training Centre
YED	Youth Entrepreneur Development

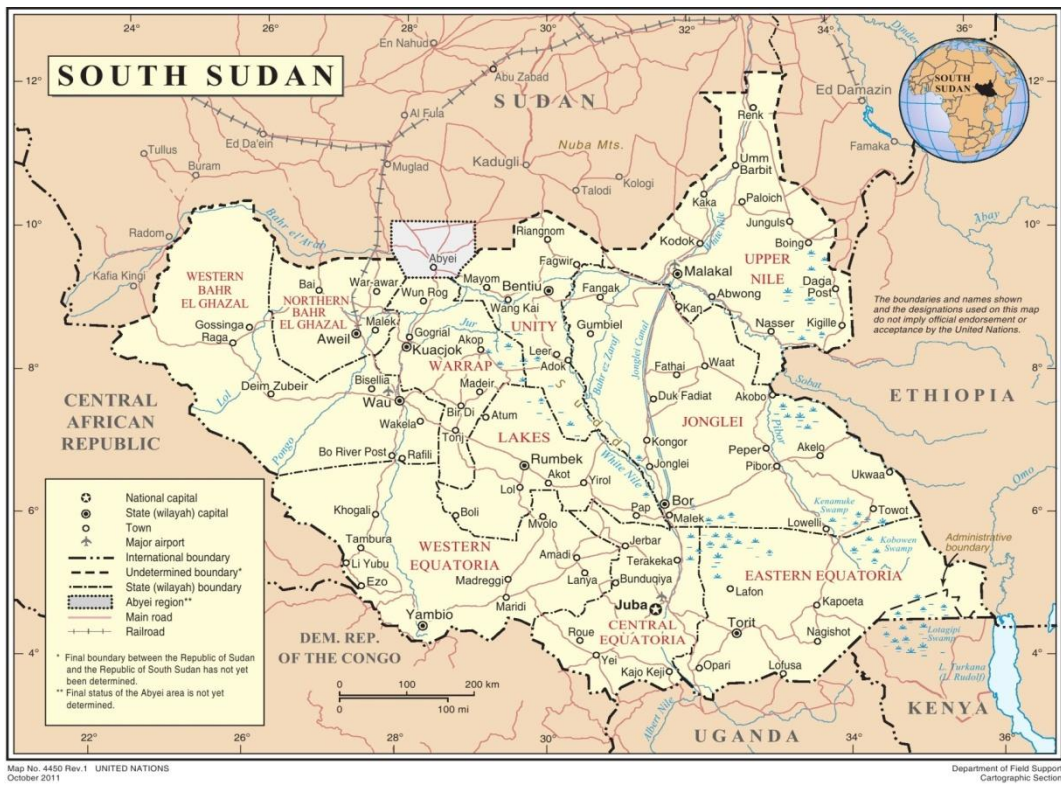
Glossary of evaluation related terms¹

Term	Definition
Baseline	The situation, prior to an intervention, against which progress can be measured.
Conclusions	Conclusions point out the factors of success and failure of the evaluated intervention, with special attention paid to the intended and unintended results and impacts, and more generally to any other strength or weakness. A conclusion draws on data collection and analyses undertaken, through a transparent chain of arguments.
Effect	Intended or unintended change due directly to an intervention.
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.
Efficiency	A measure of how economically inputs (through activities) are converted into outputs.
Impact	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor.
Lessons learned	Generalisations based on evaluation experiences with projects, programmes, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact.
Outcomes	The likely or achieved short-term and medium-term effects of an intervention's outputs. Related terms: result, outputs, impacts, effect.
Outputs	The products, capital goods and services that result from a development intervention; may also include changes resulting from the intervention that is relevant to the achievement of outcomes.
Recommendations	Proposals aimed at enhancing the effectiveness, quality, or efficiency of a development intervention; at redesigning the objectives; and/or at the reallocation of resources. Recommendations are linked to conclusions.
Relevance	The extent to which the objectives of a development

¹ Based on a glossary prepared by OECD's DAC working party aid evaluation, May 2002

	intervention are consistent with beneficiaries' requirements, country needs, global priorities and partner and donors' policies. Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.
Results	The output, outcome or impact of a development intervention. Related terms: outcome, effect, impacts.
Sustainability	The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.

Map of Sudan



Executive summary

Background

This report outlines the results of an independent final evaluation conducted on the UNIDO Project “*Integration and progress through protection and empowerment of displaced groups in South Sudan*”. The project was funded through a USD 1.5 m grant provided by the Government of Japan (GOJ) through the Supplementary Budget of the Ministry of the Ministry of Foreign Affairs. The one-year project signed and approved in February 2011 was implemented by UNIDO as the lead agency in partnership with the Ministry of Labour, Public Service and Human Resource Development (MoLPSHRD).

The overriding goal of the project was to consolidate the peace process and economic recovery of South Sudan. It was anticipated the project activities would lead to about 750 young people (including IDPs, ex-combatants and women) gaining life skills that would enable them to productively contribute to their communities and the country. The focus was on providing IDPs and demobilised combatants predominantly with the know-how and experience that will help individuals achieve sustainable livelihoods either through self-employment or by working for the agriculture, construction, manufacturing or service sectors.

As indicated by the project document, the principal outcome of the project was to contribute to expanding the human capital base by strengthening vocational training in the country. This was further articulated under two outcomes to strengthen the capacities of selected vocational training centres (VTCs) and provide a minimum of 750 young people the marketable skills to support employment creation and/or start up economic activities. Outcomes were to be achieved through the following outputs:

- Output 1. Undertaking a baseline survey and mobilisation of the targeted beneficiaries.
- Output 2. The provision of marketable skills to a minimum of 750 youth (including IDPs, ex-combatants and women).
- Output 3. Implementing support systems appropriate for the development of micro-industries and to harness the specific needs required by the target groups.

The main objectives of the independent final evaluation of the project were to contribute both to future UNIDO cooperation with the GOSS and UNIDO’s institutional learning in short-term, post-crisis interventions. The independent final evaluation was undertaken in line within the Technical Cooperation Guidelines of

UNIDO, which mandates the independent evaluation of all projects over a €1 million threshold. In addition, the evaluation is part of (and an annex to) a wider thematic evaluation of UNIDO's post-crisis interventions due to its relevance to the theme. The thematic evaluation was approved by the UNIDO Executive Board as part of the Evaluation Group's 2012 - 13 Work Plan.

The evaluation spanned the life of the project from its commencement in 2011 to the end of the project, which included a six-month period of no-cost extension until September 2013. The evaluation systematically and objectively determined the relevance, efficiency, effectiveness (outputs, prospects for achieving expected outcomes and impact) and sustainability of the project. The evaluation covered all specific geographic areas covered by the project and took account of previous evaluations, specifically the 2010 thematic evaluation on UNIDO's post-crisis interventions, the 2010 independent evaluation report on "Community Livelihood and Rural Industry Support Programme" (CLARIS), the independent evaluation report on UNIDO's Integrated Programme in Sudan published in 2010, and the 2010 independent evaluation Report "Enhancing the Capacity of Khartoum State in the Delivery of Pro-poor Vocational Training Services."

Stakeholders were consulted in Vienna and Juba as part of the evaluation exercise, and their comments and feedback were sought as part of the report finalisation process. Data was gathered directly from the project beneficiaries from all the training locations used by the project. This included a total of 204 beneficiaries, of which 145 were male and 59 female. Quantitative data was gathered by the use of a questionnaire and questions were asked on the type, length and quality of training received, and a post-training assessment regarding whether trainees were currently providing enhanced trades and services and the effect that training and provision of toolkits had had on their income and livelihoods. Detailed focus group discussions (FGDs) were held in Juba Technical Secondary School (JTSS), St Vincent de Paul Society VTC, the Multi-purpose Training Centre (MTC) and the South Sudan's Older People Organisation (SSOPO).

The evaluation was undertaken by an independent consultant, Mr. Andrew Young (the International Project Evaluator), and the evaluation field mission took place in September 2013. The main findings of the independent evaluation are outlined below.

Main findings

The **project design and implementation** were relatively straightforward. The main focus of the project was on training beneficiaries in skills for which there

was an identified market demand. This met the needs of short to mid-term income generation for beneficiaries. Support was also provided to VTCs and non-governmental organisations (NGOs) to allow them to upscale their training activities and the numbers of students they could train. There was a strong focus on practical training and employability.

The Logical Framework did not include measurable indicators and limited the evaluability of the project, especially with regard to outcomes. Conflict sensitivity analysis was not undertaken in project formulation or prior to the commencement of project activities. A preliminary peace and conflict analysis analysing the Sudanese conflict to understand how development cooperation could be affected by and could affect possible further conflicts would better inform sustainable post-crisis responses. However, implementation of the project was largely undertaken within the principles of “do no harm” and conducted with a degree of conflict sensitivity through the focus on South Sudanese human assets both as beneficiaries but also as project managers and partners (the VTCs).

The project location was centred on Juba, and selection of beneficiaries and activities was participatory. Selection of the appropriate counterpart ministries remains quite complex as multiple ministries have varied responsibilities and roles in vocational training.

During the initial stages of project formulation and implementation a thorough analysis of the market for public and private sector employment was undertaken. This enhanced the outputs of the project, and was reflected in the high number of beneficiaries that were continuing to work in the areas they had been trained and in the early development of micro-businesses.

The **relevance** of the project was high, particularly with regard to the identified income needs of the beneficiaries, the training needs of the VTCs and the priorities of the Government of South Sudan (GOSS). It was in line with the South Sudan Development Plan (SSDP), the United Nations Development Assistance Framework (UNDAF) pillars and the South Sudan Vocational Training Policy. The project was also relevant to the donor as activities were implemented in line with their criteria specified for vocational training. The project also publicised the Japanese contribution through signboards located at the VTCs and through press releases.

Due to a low level of industrial and private sector development in South Sudan, the project was not able to procure the bulk of its equipment locally. Although prioritisation of local suppliers was a preference for the project, costs quoted were often higher than that for international suppliers.

With regards to overall **project management**, the project clearly benefitted from consistent management in the field by the Chief Technical Advisor (CTA) and the committed support from the heads of JTSS and St Vincent. It was apparent through interviews with the VTCs that the CTA had a significant positive impact on the management and overall outputs of the project. Although the MoLPSHRD was generally supportive and had some role in project management, there was no project advisory committee.

While not fully articulated in project documents, actual implementation of the project's objective and desired outputs focussed on the areas of comparative advantage of UNIDO. Based on the United Nations Policy for Post-Conflict Employment Creation, Income Generation and Reintegration, the project focussed on Track A emergency employment style interventions. It also focussed on Track B and C recovery and empowerment type interventions through the development of local organisations and support to enhanced education curricula. UNIDO was well positioned to identify, partner with and support national project partners that provided grassroots training whose output contributed to small scale private sector development.

Given the timeframe of the intervention, the project's **efficiency** is assessed as good. Efficiency of the project was enhanced by the presence of an international CTA, by leveraging institutional relationships previously established between UNIDO and the MoLPSHRD, and the use of VTCs that already had a capacity to train in the selected courses.

However, the project was implemented over a longer period than planned and the need for a six-month extension reflected not only an unrealistic timeframe established at the project design stage, but the difficulties of implementation in South Sudan.

VTCs and use of pre-existing curricula was an efficient use of resources, though VTCs reported they did not have detailed business plans. Training of beneficiaries was also relatively low cost. Once trained, beneficiaries were reportedly sharing toolkits and experience in their communities. Training also resulted in the actual production of marketable goods and provision of services. Training in various construction trades contributed to the rehabilitation of a training centre. Trainees did, however, report a need for certificates to be issued following graduation to better enable them to find employment.

The project was implemented over a period of eighteen months. Given the number of beneficiaries, the range of courses and the reported results of the training, the **effectiveness** of the intervention is assessed as high. With respect

to the intended outcome to strengthen the human capital base and vocational training in the country, VTCs have been provided with basic equipment, some training centres have been rehabilitated and curricula were enhanced. As an output, beneficiaries have reportedly improved hard and soft skills, and more than half the beneficiaries surveyed indicated that incomes were reported to have improved through direct employment, home based self-employment or business creation. In the wider context, project beneficiaries and partners all indicated that the project had contributed to the process of integration and wider peace building by providing unemployed and underemployed youth with skills that were both relevant and transferable.

The project has achieved its intended outputs, and its Outcome 3 (Provide a minimum of 750 young people - including IDPs, ex-combatants and women - with marketable skills) constituted and delivered eight per cent of the SSDP's national target for vocational training for youth in 2013. The project trained 672 beneficiaries (33 per cent female) in a wide range of trade and service sector skills. Further trainings included entrepreneurship skills for selected graduates which covered 75 beneficiaries. Of those who received training, a high percentage graduated with 448 out of 451 (99%) of males and 197 out of 221 (89%) of females graduating.

The project did not train an equal number of women as men in either the technical/service or the entrepreneurship courses. Many of the courses offered were traditionally male orientated skill courses such as building construction, welding and carpentry. Due to the initially low rate of enrolment of women in such courses, attempts were made to encourage their participation through holding courses in the evening and adding in courses such as hospitality and product design.

Training has been provided through the project partners to beneficiaries with a focus on identified market needs including hospitality, tailoring, carpentry, electronics, mobile phone repair, electricity, auto mechanic, plumbing, welding, Information and Communication Technology (ICT), and building and construction. Basic equipment necessary for training has been distributed to the VTCs and the most dynamic beneficiaries were provided with toolkits to enhance their productive capacities. Training of trainers (ToT) has been provided in business development and entrepreneurship, while on-the-job training to increase employability of recent graduates was also a fundamental part of the training methodology. In the final stages of training, graduates received training and mentoring for their businesses.

In terms of advocacy, good use was made of local print media, and the project produced some high quality reports. These included an assessment of practical

skills and small scale business opportunities required in South Sudan prepared for UNIDO by Forcier consulting.

At the outcome level, particularly regarding sustainable livelihoods, the project has had a positive **impact** with a reported increase in beneficiaries' income as a result of the training. Almost 70 per cent of males and just fewer than 50 per cent of females surveyed in the evaluation indicated an increase in income.

For females this was often a result of working in hospitality or tailoring and in some cases they were earning slightly better relative incomes than males as a result of the training. Women also reported slightly higher rates of satisfaction with regards to training received. The project has empowered women and local communities. This was evident in the identification of needs for further training by the beneficiaries and the enhanced role and activity of women, particularly in hospitality and tailoring.

Sustainability of the project cannot be assured. This is due to the difficult and swiftly changing economic and political climate in South Sudan and the limited budget of the GOSS. Notwithstanding the above, the project was helped by the strong involvement of, and partnership with the VTCs. Direct beneficiaries were trained in business development and entrepreneurship training skills, and the results of this training were reportedly transferable as beneficiaries indicated they could and in some cases already were training others in the skills they had attained. While there is likely to be some sustainability at the level of the individual with regards to enhanced skills, sustainability of training provision at the level provided by the UNIDO project is less certain. VTCs are dependent on external sources of funding and it was reported that waiting lists would increase and numbers of people in training at any one time would fall unless further financial support was forthcoming.

The main obstacles reported by the beneficiaries were the lack of start-up capital for business creation, and a need for further and more intensive training. The beneficiaries felt that further support was needed for them to compete effectively in the private sector and with the wide number of workers coming from neighbouring countries.

There is a good possibility to continue the relationships already developed between the MoLPSHRD, the GOSS in general and South Sudanese training institutions. The development of the new joint ILO and UNIDO project *Skills and Employment for Peace* will contribute to sustaining the results achieved in the South Sudan project at least at the institutional level. The new project continues methodologies used in the South Sudan project with the provision of market-

relevant vocational and business training for young men and women in selected counties of Southern Jonglei.

Main recommendations

The following recommendations relate to UNIDO:

Project identification and formulation

1. Ensure clarity of objectives, outcomes and outputs in the preparation of Logical Frameworks and Project Documents.
2. While UNIDO operated through local public sector institutions, the potential role of the emerging private sector should be further emphasised as a contributor to income generation and peace building. This is vital in areas where public sector financing is limited.
3. UNIDO should apply existing methodologies on conflict risk assessments and do no harm principles to new project proposals.
4. UNIDO should incorporate best practice guidelines in post-conflict project preparation. Post crisis modules, for example, have been developed by the ILO and incorporated in some UNIDO projects (e.g. in Indonesia).

Coordination and management

5. As recommended in the independent evaluation of the UNIDO Integrated Programme in Sudan, a sub office in Juba under the supervision of the main UNIDO office in Nairobi should benefit from continued support. This would allow projects to pool resources and experience.

Effectiveness

Recommendations on effectiveness and sustainability relate to UNIDO:

6. The GOSS has committed to revise the policy on technical and vocational education and training (TVET) to include public/private partnerships, Given the current ad-hoc nature of vocational training initiatives in South Sudan and its relatively early stage of recovery, future projects would be more effective if they were instituted as part of a national vocational training programme with a longer time frame.

7. When projects collect baseline data, sufficient time and resources should be allocated to allow for a follow-up survey to assess the effectiveness of interventions as part of an ex post evaluation.

Sustainability

The following recommendation relates to UNIDO and the GOJ:

8. UNIDO and the GOJ should continue the activities commenced in the South Sudan project. This should be through a continuation of the development of VTCs and a strengthening of technical training curricula in South Sudan.

Efficiency

The following recommendations relate particularly to national project partners including the VTCs:

9. VTCs need to establish business plans that specifically define their short-, medium- and long-term objectives.

Lessons learned

- To increase the effectiveness of technical training, there is a need for complementary mentoring and social life skills training in post-conflict contexts. The Forcier study indicated many employers reported problems regarding punctuality, reliability and attitude of newly recruited staff.
- Leverage and use of pre-existing institutional relationships, available information and previous implementation experience in project preparation increases effectiveness and efficiency of implementation of quick impact projects (QIPs) in post-conflict settings.
- The preparation and use of findings from baseline studies enhance the relevance, efficiency and effectiveness of project interventions as well as contributing to the likelihood of sustainability.
- An in-country Project Management Unit (PMU) under the consistent direction of a single CTA that cooperates very closely with responsible training providers is critical to the successful implementation of a QIP under post-crisis conditions.

1.

Introduction and background

1.1. Introduction

This report outlines the results of an independent final evaluation of the project “*Integration and progress through protection and empowerment of displaced groups in South Sudan*”. The evaluation was mandated by UNIDO Technical Cooperation Guidelines that require all projects with a total budget of €1,000,000 or more to be evaluated. In addition, this project evaluation was included in a wider thematic evaluation of UNIDO’s post-crisis interventions due to its relevance to the theme. The evaluation was undertaken between September and October 2013 by an international evaluation consultant, Mr. Robert Andrew Young.

This Chapter outlines the background on funds mobilisation for the project, the project’s overall objective, outcomes and outputs of the project, intended beneficiaries, the intervention overview and project management arrangements.

1.2. Project background

Planned results

The development objective of the project was “to help consolidate the peace process and economic recovery of South Sudan” and the outcomes and outputs to achieve this are outlined in Table 1 below. In the long run, the project aimed to contribute to the achievement of the outputs of the 2011-2013 UNDAF for South Sudan, particularly peace building, social protection and community development. The project also aimed to contribute to the Millennium Development Goals (MDGs), MDG 1 (poverty alleviation) and MDG 3 (gender equality and women empowerment).

The project aimed to contribute to the following areas:

1. To develop/improve the curricula of existing training centres;
2. To train key trainers with the skills to deliver the developed training curricula;
3. To repair and refurbish the training buildings as necessary;
4. To provide the additional training equipment and furniture needed to implement the courses.

Table 1: Summary of project outcomes and outputs

Outcome 1	Contribute to expanding the human capital base by strengthening vocational training in the country.
Outcome 2	Strengthen the capacities of selected VTCs in the country and expand their training programmes.
Outcome 3	Provide a minimum of 750 young people (including IDPs, ex-combatants and women) with marketable skills to enable them to obtain jobs and/or start-up an economic activity to sustain livelihoods for themselves and their families.
Output 1	Baseline survey carried out and target beneficiaries mobilised.
Output 2	A minimum of 750 youth (including IDPs, ex-combatants and women) are provided with marketable skills.
Output 3	Appropriate support systems for the development of micro-industries harnessing the specific needs required by the target groups established and implemented.

Beneficiaries

Immediate beneficiaries included trainers from existing private and public training centers that gained knowledge from the project training methodology and activities. During implementation, it was intended at least 750 youths (including IDPs, ex-combatants and women) would be selected throughout the region of Juba and provided with specific marketable skills. Intermediate and long-term beneficiaries were the communities of the Juba region who were provided access to improved VTCs. Indirect long-term beneficiaries included employers and small businesses with access to better skilled workers.

Longer-term beneficiaries of the project were described as employers and small businesses that would benefit from access to a wider set of skilled workers.

Funds mobilisation

In 2010, UNIDO and the Japanese Foreign Ministry launched an initiative with a total budget of USD9.8 million through the Supplementary Fund of the Japanese Ministry of Foreign Affairs to support a number of African countries in their recovery efforts from crises. A *Note Verbale* was issued on 2 December 2010 to this effect and included the Democratic Republic of Congo, Eritrea, Kenya, Liberia, Sierra Leone, Somalia and Sudan. An agreement was reached for UNIDO to design and implement a series of quick impact projects with duration of around one year under the umbrella title of "Response to humanitarian crisis in Africa". A thematic evaluation was mandated as part of UNIDO's accountability and learning process by the decision of the Programme Approval and Monitoring

Committee (AMC) meeting on 15 December 2010, and approved by the UNIDO Executive Board.

On 20 February 2012, a second *Note Verbale*² was issued by the Government of Japan (GOJ) with an allocation of around USD7.3 million from the Supplementary Fund, this time under the overall title of “Vocational Training in Africa”. The South Sudan project was funded by a USD 1.5 million contribution from the GOJ. The list of countries also included Kenya, Somalia, the Democratic Republic of Congo, Sierra Leone and Liberia. These projects were also to be included in the scope of the thematic evaluation due to their similar characteristics.

Project management

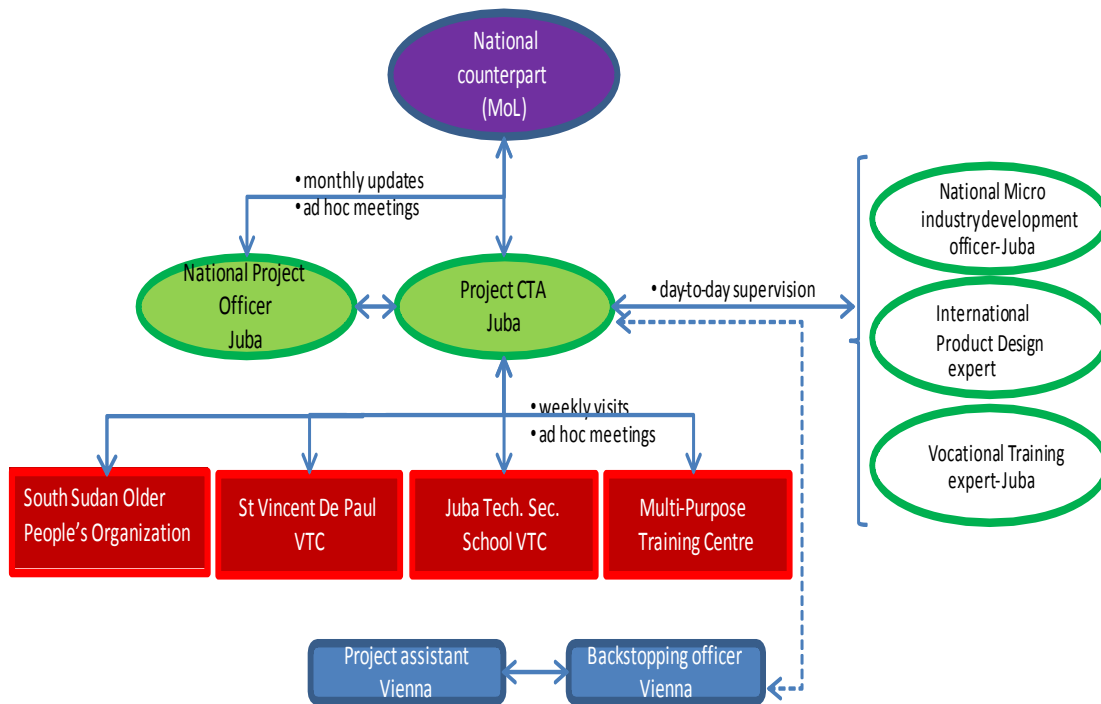
In terms of overall financial administration and coordination, the project was executed by UNIDO under the overall project management of the Project Manager (PM) based in Vienna Headquarters. The project was implemented by UNIDO over a period of eighteen months commencing April 2012 and the main Government counterpart was the MoLPSHRD.

The project was managed by a Project Management Team (PMT) with the PM situated in Vienna Austria, and at the project office located in Juba. Implementation commenced in April 2012. Short-term experts on Micro-Small Enterprise development, entrepreneurship and business development and design and product development were also allocated on a part time basis to the project and assisted in the project implementation. Forcier Consulting was contracted to inform the market need for the projects intended training interventions.

An international CTA was employed in the field from the outset to provide technical assistance for the duration of the project and managed much of the overall project design implementation, planning and budgeting in the field. The CTA operated under the supervision of the PM in Vienna. A national project officer was also employed to assist the CTA, though the CTA continued to be responsible for supervision of much of the day-to-day project implementation and direct supervision. Figure 1 below provides the overall management structure of the project.

² Note verbale of 20 February 2012 from the Permanent Mission of Japan, Vienna

Figure 1: Project management organigram



In addition, the project employed a national vocational training and monitoring officer and international consultants as needed.

Implementation

The project built on UNIDO’s programme’s for the rehabilitation and restructuring of existing training centres and education systems in the region. This included particularly the Youth Entrepreneur Development project (YED) undertaken in Sudan Sudan and implemented between 2007 and 2010). This project was implemented in Malakal and rehabilitated the May vocational and technical training centre in Wau for youth entrepreneurship and job creation. The project also complemented the on-going UNIDO programme in Juba “sustainable food security through community-based livelihood development”.

As outlined in South Sudan’s Vocational Training Policy, training programmes should be oriented towards the demands of the labour market and prepare trainees for the workplace.

The UNIDO project worked clearly operated within this framework and focused on vulnerable sectors of the population and aimed at helping individuals to achieve sustainable livelihood; either through self-employment or by working for

the construction, manufacturing or service sectors. Training courses were based on (and strengthened) existing curricula and market demand, and technology transfer was based on locally based sustainable skills.

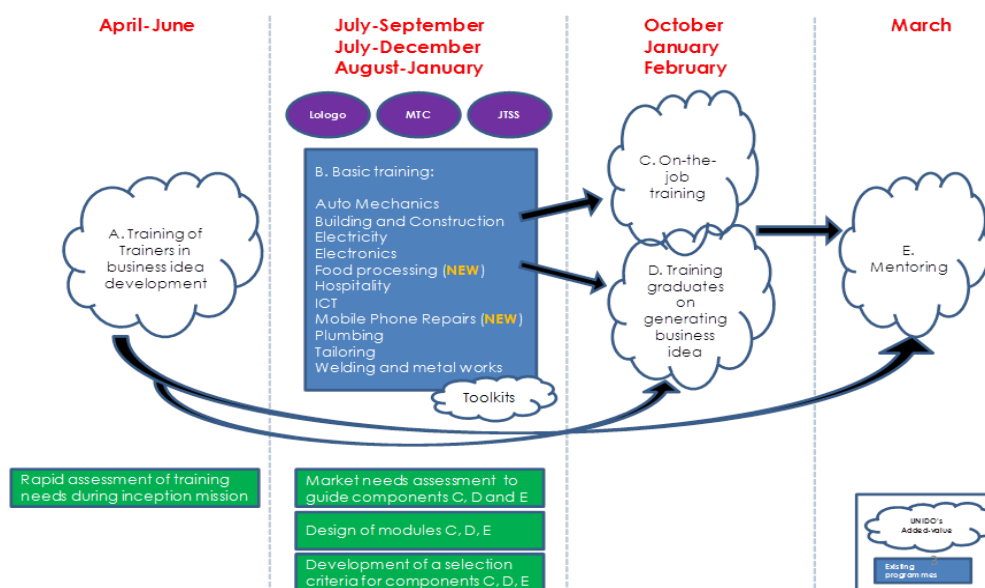
Practical training based on identified market demand was necessary because as stated in South Sudan’s Vocational Training Policy;

“Vocational training in South Sudan generally [has] comprised a patchwork of ad hoc, uncoordinated and supply driven provision, with a plethora of organisations and institutions offering various programmes of differing duration and quality, with little regard for short, medium and long term labor market needs”³.

Figure 2 below provides the overview for the intervention of the project and the Logical Framework for the project is attached as Annex B.

Figure 2: The intervention overview

Intervention overview



³ pp ii, South Sudan Vocational Training Policy 2007-2010 (MoL and ILO).

2.

Evaluation purpose, scope and methodology

2.1. Evaluation purpose and scope

The main objectives of the final evaluation were to contribute to a) any future UNIDO cooperation with the GOSS, and b) UNIDO's institutional learning in short-term, post-crisis interventions with a forward-looking approach.

Terms of reference, provided by the UNIDO Evaluation Group, assisted in the development of the broad objectives, purpose and scope of the evaluation. The evaluation was mandated as part of UNIDO's accountability and learning process by the decision of the Programme Approval and Monitoring Committee (AMC) meeting on 15 December 2010, and approved by the UNIDO Executive Board.

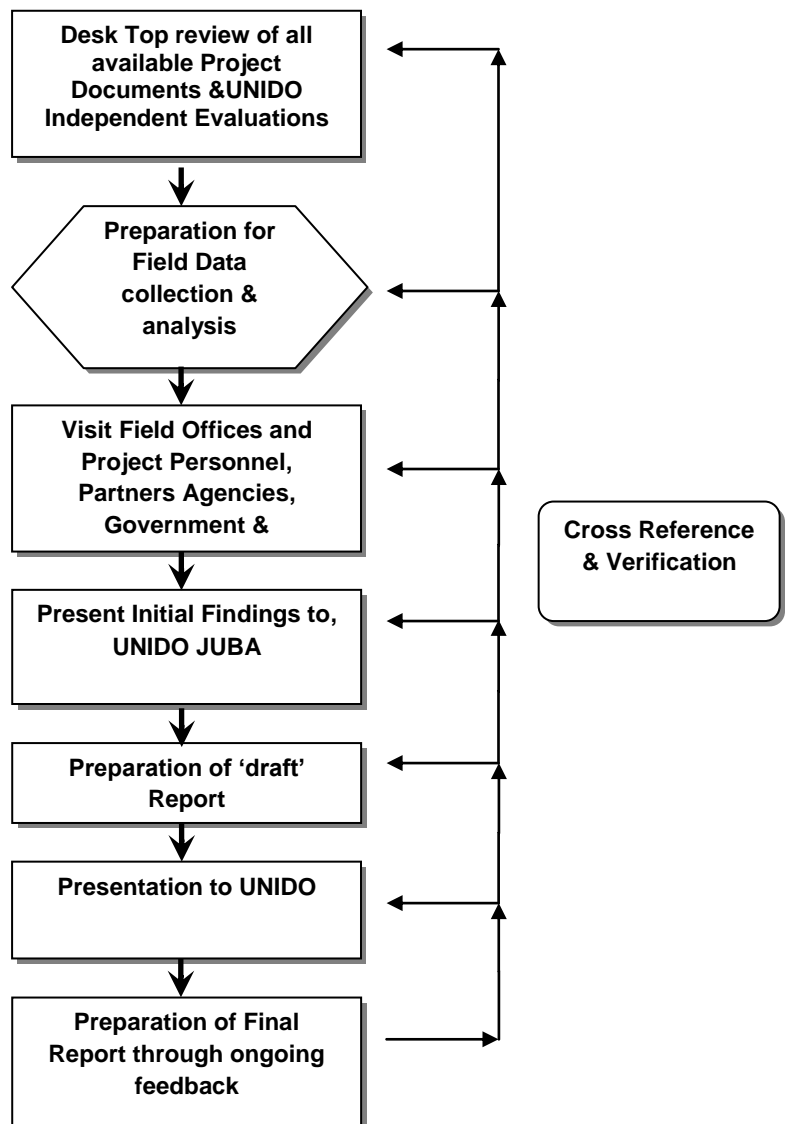
The thematic evaluation of multiple projects that are receiving Japanese Trust Fund (TF) contributions for post-crisis intervention supports UNIDO's institutional learning in short-term, post-crisis interventions. In that respect, the evaluation takes full account of an earlier thematic evaluation of UNIDO's post-crisis interventions completed in 2010.

The final evaluation was to cover the full period of the project and was expected to focus on the manner of project identification and formulation, how relevant the project was to the GOSS in its efforts towards consolidating the peace process and economic recovery of South Sudan, the likely cost-effectiveness of the project design, project ownership, coordination and management, how efficiently the project was implemented, the projects effectiveness and its expected impact and sustainability. Finally, the evaluation was to consider recommendations for future UNIDO joint interventions (See Annex A for the TOR). The final evaluation was undertaken between September and October 2013 by Mr. Andrew Young, an independent, International Project Evaluator. Invaluable in-country coordination was provided by the project, particularly the CTA and the projects national vocational training and monitoring officer.

2.2. Evaluation methodology

The independent final evaluation based its findings on an extensive review of written documents as well as quantitative and qualitative data gathered from UNIDO headquarters and from the main project locations in Juba. The field mission in South Sudan was undertaken over a period of 13 days from 12—26 September 2013. Figure 3 below outlines the overall evaluation process.

Figure 3: The Evaluation Process



Document review

Background information was collected from a desktop review principally of project documents relating to the project. These included the project document "*Integration and progress through protection and empowerment of displaced groups in South Sudan*". Substantial project documents included the projects own progress reports to UNIDO including experts reports, inception reports, project work plans, training reports, market assessments and financial and procurement reports.

Previous UNIDO Evaluation Group publications were reviewed and proved very useful to the evaluation. These included the thematic reviews on "Agribusiness/Agro Industry Development Interventions", and "UNIDO's Post-crisis projects", the 2010 independent evaluation report on "Community Livelihood and Rural Industry Support Programme" (CLARIS), the 2010 independent evaluation report on "UNIDO's Integrated Programme in Sudan", and the 2010 independent evaluation report "Enhancing the Capacity of Khartoum State in the Delivery of Pro-poor Vocational Training Services".

Documentation from the GOSS, was also reviewed, particularly the SSDP for 2011-2013 and the 2007-2010 South Sudan Vocational Training Policy.

Interviews with project partners

Interviews were held with UNIDO management of the project from Vienna, and Juba in South Sudan as well as the in-country UNIDO Head of Office. Direct project partners interviewed included the JTSS, St Vincent, the MTC and SSOPO.

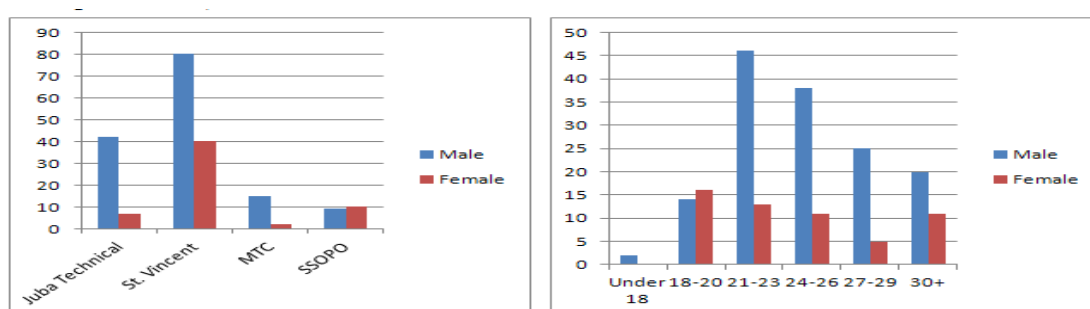
From the government side interviews were held with the project counterparts in the MoLPSHRD, the MTC and the Ministry of Education (MOE). From the UN System interview material was additionally gathered primarily from UNDP and UNESCO.

Representatives of NGOs interviewed included the University of Juba, and representatives from the ROOTS Project. The selection of interviewees was assisted by the project office in Juba. The list of people interviewed is included in Annex C.

Selection of beneficiaries for data collection

The Juba project office and the VTCS helped to facilitate the requirements of the evaluation to identify beneficiaries from a cross section of the entire project. In total 204 beneficiaries (145 male and 59 women) were selected based on a generally representative sample covering gender, training location and training course. Considering the limited time to prepare and undertake the final evaluation, the largest possible sample size was taken for these variables.

Figures 4 & 5, below indicate the total number of beneficiaries and the VTC or NGO



Source: Independent evaluation. Numbers based on total responses.

The majority of the respondents either studied at St Vincent or JTSS. Of the respondents, a clear majority of both males and females were under 30 indicating the majority of beneficiaries were indeed youths, as articulated by the project document. Figure 4 and Figure 5: Reported study location and age of respondents, where they trained and their demographic information. Quantitative data was gathered directly from the project beneficiaries in the form of a questionnaire with qualitative FGD involving the same beneficiaries.

Coverage and development of themes in the questionnaire

Quantitative data was gathered by the use of a questionnaire that was designed to assess the overall goal of the project, the expected outcomes and the projects outputs (See Annex D: Questionnaires). The questionnaire focussed on the quality of training, and a post-training assessment regarding whether trainees were generating income through business or direct employment and the effect that training and provision of toolkits had had on their income and livelihoods.

The questionnaire was kept as simple as possible with a majority of questions being multiple choice 'tick-box' responses. The UNIDO project office in Juba provided input and clarification on the questionnaire. During the evaluation, questionnaire completion was coordinated by the international consultant and assisted in some cases by the national vocational training officer and trainers from the VTCs.

Focus group discussions

Quantitative data derived from the questionnaire survey of trainees was complemented with qualitative FGDs held in the VTCs of JTSS, the MTC, St. Vincent and SSOPO. FGDs were held around a predetermined series of general questions related particularly to the projects relevance, effectiveness, efficiency, impact and sustainability (See Annex D Guideline for FGDs).

The FGDs involved both male and female beneficiaries from multiple training courses and VTCs. FGDs were facilitated by the international consultant and in some cases facilitators from the selected VTCs. Observations were also made within and around local markets to broadly assess working conditions and general welfare, particularly in light of training impact and sustainability.

2.3. Limitations of the evaluation

Although 32 per cent of the total project beneficiaries were interviewed, some courses were better represented than others. While large numbers of tailors and auto mechanics contributed to the survey, there were fewer participants in the building and construction and plumbing courses interviewed. This evaluation can, therefore, only draw general conclusions pertaining to the results of specific training courses.

While short term impact and sustainability assessments and observations are possible, it is not possible for this report to evaluate the project's longer-term sustainability or impact with any degree of confidence due to the limited time since the project ended and the potential for substantial short term economic and social changes in South Sudan.

3.

Country and project context

3.1. Overall situation and trends

The newly established state of the Republic of South Sudan in east central Africa is an oil-rich country with an estimated population of around 10 million that has recently emerged from two longstanding civil wars. Until the Sudanese independence war in 1956, Southern Sudan and Sudan were part of Egypt and ruled by an Anglo-Egyptian condominium. Since independence the mineral rich region has witnessed two civil wars between the Arabic speaking Sudan and the mostly English speaking Southern Sudan. In 1972, in the aftermath of the first Sudanese civil war, the Autonomous Region of Southern Sudan was formed.

The Second Sudanese civil war lasted for 22 years from 1983 to 2005 between the central Sudanese government and the Sudan People's Liberation Army (SPLA). Largely a continuation of the first war the conflict originated in southern Sudan but spread to the Nuba mountains and Blue Nile. The Government of Sudan and the Sudan People's Liberation Movement (SPLM) signed the comprehensive Peace Agreement (CPA) in Nairobi in early 2005.

On 31 January 2005, the UN Secretary-General recommended to the Security Council the deployment of a multi-dimensional peace support operation, consisting of up to 10,000 military personnel and an appropriate civilian component, including more than 700 police officers. The UN Mission in the Sudan (UNMIS), headed by a Special Representative of the Secretary-General, included components focusing on four broad areas of engagement: good offices and political support for the peace process; security; governance; and humanitarian and development assistance.

In the wake of the agreement, the autonomous Government of South Sudan was restored. The CPA also called for a referendum to take place to determine the status of Southern Sudan. Following the 9th July 2011 referendum, more than 98 per cent of Southern Sudanese participants voted in favor of independence.⁴

Although the armed conflict between the South Sudan and Sudan officially ended with the Comprehensive Peace Agreement in 2005, there are still

⁴ <http://southernsudan2011.com/>

unresolved issues between the two countries following the independence of South Sudan in 2011. A major source of conflict is the economic interdependence between Sudan and South Sudan. South Sudan's main oil-export route is the pipeline that carries oil from the oil-rich region in the border area between the two countries to Port Sudan in Sudan. In the absence of alternative routes, South Sudan is dependent on Sudan for its oil export. On the other hand, with the separation of South Sudan, Sudan has lost 75 per cent of its oil reserves. The loss has forced the government of Sudan to announce a three-year emergency austerity programme.⁵

According to the draft budget for fiscal year 2012/2013, oil revenues account for 98 per cent of GOSS' revenues (excluding aid) and 71 per cent of the country's GDP.

Although, South Sudan and Sudan have in theory reached agreement on oil transit fees, implementation is proving difficult, and a resolution of disputes over debt and the border is unlikely until the latter part of 2013.⁶ As a result, the government of South Sudan is planning to cut expenditures in areas such as civil service funding; raising taxes on alcohol and tobacco; tightening controls on public sector payments offering oil and mining concessions; and seeking loans to cover its spending needs.

Africa's newest state faces many challenges. The country's institutions are still in the making and there are many gaps in different areas. According to the National Bureau of Statistics, two third of the 10 million South Sudanese are below the age of 30 with a very low literacy rate. According to UNESCO and based on the 2009 South Sudan Household Survey, only 27 per cent of those aged 15 and above are said to be literate, one of the lowest rates in the world. Women are disproportionately affected by illiteracy with approximately 90 per cent over the age of 15 found to be illiterate.⁷

With a national HDI score of 0.379, South Sudan ranks 154 amongst 169 countries.⁸ More than 80 per cent of the population live in rural areas and crop farming and animal husbandry are the primary sources of livelihoods for nearly 80 per cent of households'.⁹

⁵ http://portal.eiu.com/FileHandler.ashx?issue_id=1670274951&mode=pdf

⁶ http://portal.eiu.com/FileHandler.ashx?issue_id=1670274951&mode=pdf

⁷ www.ssnbs.org

⁸ http://www.ss.undp.org/south_sudan/en/home.html

⁹ http://ssnbs.org/storage/key-indicators-for-southern-sudan/Key%20Indicators_A5_final.pdf

The on-going dispute with Sudan has resulted in high inflation rates in both countries. According to the first consumer price figures released by the government of South Sudan in October 2011, price growth reached a reported 80 per cent year on year in May 2012. Although prices moderated subsequently, falling to 25.2 per cent in December, according to official data, the rate accelerated again in January 2013, to 35 per cent, reflecting a renewed rise in food prices.

The newly established state of South Sudan has received formal recognition from over 25 countries, including all permanent members of the United Nations Security Council, and recognition has brought about an increase in international aid, particularly from the US and the EU. However, concerns about corruption and waste in South Sudan have slowed down direct assistance.

South Sudan's regional trading partners include Uganda, Ethiopia, Kenya and to an extent the Democratic Republic of Congo and the Central African Republic. Uganda and Kenya have invested in the southern capital, Juba.

3.2. Government strategies and policies

The GOSS first development plan set out priorities and aspirations for development. The overall objectives of the SSDP were to ensure that by 2014 South Sudan is a united and peaceful new nation, building strong foundations for good governance, economic prosperity and enhanced quality of life for all.

Efforts to achieve this are broken into four core building blocks including:

1. Improving governance;
2. Achieving rapid rural transformation to improve livelihoods and expand employment opportunities;
3. Improving and expanding education and health services; and
4. Deepening peace building and improving security.¹⁰

The current UNIDO project operates under the pillar of social and human development. The pillar is made up of four sectors: social protection, health, education and youth, sports and culture. The SSDP does not go into detail regarding the role of VTCs except a commitment to revising the policy on TVET to include public/private partnerships.

¹⁰ pp xiv, South Sudan Development Plan 2011-2013 Realising freedom, equality, justice, peace and prosperity for all (Juba, August 2011).

3.3. Technical assistance frameworks

The project strategy built on prior UNIDO's programmes for the rehabilitation and restructuring of existing training centres and education systems in the region, in particular the YED project implemented in Malakal and the rehabilitation of the May vocational and technical training centre in Wau for youth entrepreneurship and job creation. It also complemented the on-going UNIDO programme in Juba "sustainable food security through community-based livelihood development".

The project was in line with the South Sudan Vocational Training Policy, particularly regarding the Policy's recommendation that foundation level programmes should generally be less than one year's duration. The project's implementation strategy built on two main pillars: basic training and employability. The basic component was guided by the national counterpart's request to follow the existing, government-approved curricula on conducting vocational training courses.

The project was also in line with the SSDP and South Sudan's UNDAF for 2012-2013 which supports key priorities in each of the SSDP's four pillars. The project's focus was specifically relevant to Outcomes 2 and 3, the reduction of food insecurity and an increase in household incomes and the establishment of key service delivery systems. The project was also in line with development norms, particularly MDG 1, the reduction of extreme poverty and with MDG 3, the promotion of gender equality.

4.

Project assessment

In this chapter, the overall performance of the project is assessed according to the Development Assistance Committee (DAC) criteria of relevance and ownership, effectiveness, efficiency, impact, and sustainability¹¹. The assessment is based on field data collected primarily from the beneficiaries, and representatives of the project partners. This has been used to supplement extensive data collected from both the project itself and extensive secondary sources. Quantitative survey data has been triangulated with information obtained through FGD and client interviews. The main points of analysis are the results of the project, and how the outcomes and outputs of the project have assisted the GOSS in its effort towards consolidating the peace process and economic recovery of South Sudan.

4.1. Project design and intervention logic

The overall development objective was to help consolidate the peace process and economic recovery of South Sudan. The project outcome was to “contribute to expand the human capital base by strengthening vocational training” and this was divided into two further outcomes. The first was to strengthen the capacities of selected VTCs in the country and expand their training programmes. The second was to provide a minimum of 750 young people (including IDPs, ex combatants and women) with marketable skills to enable them to obtain jobs and or start up an economic activity to sustain livelihoods for themselves and their families. The project document did not specify whether or how toolkits were to be provided for individual beneficiaries though a budget line was allocated for “equipment for trainings, processing activities and toolkits”.

The project did not undertake a conflict or risk analysis which could have helped analyse the conflict in Sudan and understand how development cooperation could be affected by and could affect potential future conflict. However, the project was largely designed within the recommended ‘do no harm’ principles outlined by the previous UNIDO IP in Sudan, specifically regarding selection of areas, beneficiaries, activities and partners. The project was undertaken with a degree of conflict sensitivity through the focus on South Sudanese human assets

¹¹ OECD (2002). Evaluation and Aid Effectiveness. OECD Development Assistance Committee, (OECD - Evaluation and Aid Effectiveness Series).

both as beneficiaries and trainers but also as project managers and partners (the VTCs).

As social and economic stability are acknowledged as being interconnected with peace and development¹², the project's intervention logic was sound. Through the development of sustainable livelihoods and economic stabilisation for the marginalised poor and IDPs, the project aimed to contribute to the GOSS stabilisation efforts in Juba.

The Logical Framework for the project was not coherent as there is no indication of how outputs can achieve the outcomes or even how the outcomes could achieve the development objective. Further, two of the outcomes (which were described as immediate objectives in the project document) were entirely missing from the Logical Framework as was the development objective itself. The development objective, (included in the project document) was to "help consolidate the peace process and economic recovery of South Sudan, but this was not measurable as indicators are absent.

The Logical Framework includes only one of the three outcomes mentioned in the project document, namely, "to contribute to expanding the capital base by strengthening vocational training". This is a rather generic outcome and it is to be achieved through three outputs as listed in the Logical Framework. These outputs, however, essentially describe activities. This is especially true of the first output which is to "carry out a baseline survey". As a result of descriptive omissions in the outputs of the Logical Framework, some direct beneficiaries of the project such as the VTCs are not mentioned.

In summary, it appears the Logical Framework is largely activity oriented and makes insufficient reference to linkages to the higher level outcomes and objective of the project. It is notable that involvement of the private sector, which is part of UNIDO's core mandate, is not mentioned in the Logical Framework or the specific outputs of the project document.

Although there was not a specific role for the private sector regarding income and employment generation in the project document, the comparative advantage of UNIDO in the project was evident with its focus on technology transfer and specialised training for both the VTCs and trainees in private and public sector trades and services.

Common post-crisis roles for UNIDO are summarised in the UNIDO Evaluation Group's 2010 thematic evaluation of UNIDO post-crisis projects. UNIDO

¹² Guidelines for the United Nations Trust Fund for Human Security.

interventions normally focus on a combination of restorative activities. These include restoration of livelihood capacities of individuals and community groups, restoring productive capacities, enhancing the investment climate, and rehabilitation of organisations that support economic development (typically vocational education and training centres).

The project focussed across most of these interventions by restoring livelihood capacities through the provision of tools and training to individuals thereby restoring productive capacities at the micro level, and by the rehabilitation, through curricula development tools and training, for organisations that support economic development (the VTCs). After only eighteen months and the relatively small level of intervention, enhancing the investment climate cannot be attributed to the project at this time.

The project broadly focuses on contributing to lasting peace, poverty reduction and socioeconomic developments through fostering economic integration and enhancing beneficiaries' productive participation in the local economy. Specifically, the project focussed on the development of identified marketable training and local VTCs, and the project design built on the UNIDO experiences of implementation in Sudan.

Interviews with the MoLPSHRD, the VTCs and the beneficiaries confirmed the view that provision of training to people within vulnerable communities does contribute to peace building. This was considered to be the result of poverty reduction and local socio-economic development, which empowered both individuals and their communities.

Prior Interventions and lessons learned

Although South Sudan was a new country and therefore a new context for UNIDO, the project had continuity with the methodologies of implementation of post conflict projects undertaken in the previously united Sudan. UNIDO has had a long term presence in Sudan and an Integrated programme (IP) for Sudan was first designed in 1998. This was subsequently updated for 2003 to 2008. The IP consisted of four components, of which stimulation of income generation through youth entrepreneurship (YED) was evaluated as highly relevant towards achieving social stabilisation and peace. Similarly, the Community Livelihood and Rural Industry Support Programme (CLARIS) used short term training equipment provision, capacity building of VTCs a selection of professional trades.

The EU funded project *“Enhancing the capacity of Khartoum State in the delivery of pro-poor vocational training services”* was implemented between March 2007

and June 2010. In combination with two other Youth Entrepreneurship Development (YED) projects, it focused on the Wau and Malakal regions of Southern Sudan.

As with the current project under evaluation in South Sudan, the YED project in Khartoum combined short-term vocational skills training and income generation for IDPs with medium- and long-term capacity building of VTCs and of the vocational training system in Sudan. The project focused on five sectors for which the greatest identified demand for skilled labor was identified (food processing, building construction, automobile repair/maintenance, electrical work, and welding and carpentry). A trade and manufacturing focus that was reflected in the South Sudan project.

Regarding efficiency, the YED project document originally proposed the creation of a PMU staffed by two senior international consultants. In the actual implementation of the project the staffing plans were changed. The project was managed by the PM based in UNIDO Headquarters with one in-country CTA and national experts. The UNIDO independent evaluation of YED concluded the staffing approach of employing only one, and not two, senior international consultant/staff members proved to be very efficient. This recommendation was mirrored in the project management arrangements for South Sudan.

Regarding performance, the South Sudan project exceeded the previous projects especially with regard to tracer studies to demonstrate the effects of training on graduates and a focus on training activities in fewer states with a smaller geographic cover. As with YED and CLARIS the project also produced direct effects such as the establishment of businesses and increased trade activity and associated income.

However some recommendations of previous evaluations do not seem to have been fully considered. These would include the need for involvement of the private sector, and the creation of a steering committee for implementation. Issues of sustainability remain and whether counterpart organisations have the capacity to sustain their new capacities and whether there will be long term commitments from the government do not appear to have been addressed by the South Sudan project any more than they have been for previous projects.

Conflict sensitivity and principles of “do no harm”

UNIDO did not undertake a peace and conflict assessment (PCA) prior to the commencement of project activities. An independent report of the UNIDO Evaluation Group has recommended the importance of referring to the UN Policy for Post Conflict Employment Creation and that conflict sensitivity should be mainstreamed into all UNIDO post-crisis interventions and as a minimum, “do no

harm' principles should be applied to all UNIDO post-crisis interventions.¹³ Application of 'do no harm' principles were specifically recommended for the previous UNIDO IP in Sudan, specifically regarding selection of areas, beneficiaries, activities and partners.

However, implementation of the project appears to have been undertaken largely within the principles of "do no harm" and undertaken with a degree of conflict sensitivity through a focus on South Sudanese human assets both as beneficiaries, but also as project managers and partners (the VTCs). The project location was not too diverse and selection of beneficiaries and activities was participatory. Selection of GOSS counterparts remains problematic with multiple ministries claiming responsibility for vocational training.

FGDs with the beneficiaries, trainers and managers of the VTCs indicated that focussing training on income generation would contribute to longer term poverty reduction as trainees had been provided with the skills to work. The training provided would also contribute to peace by reducing the potential for conflict as beneficiaries would focus foremost on productive income generation. This is in line with the 2009 UN Policy for Post Conflict Employment Creation, which states income generation and employment is vital to short-term stability, reintegration, economic growth and sustainable peace in post-conflict situations.

Value chain development (VCD)

Of relevance to value addition was the fact that UNIDO not only provided training but also the means to implement the training in the form of toolkits to the beneficiaries who were or were most likely to become entrepreneurs. In a few cases the project also provided additional small scale financial support including initial costs of rent and fuel consumption for business start-up. Overall, however the project focused value chain development (VCD) only at the very beginning of the chain, that of slightly increasing the value of goods produced or services provided. The focus of interventions were strengthened through the market needs assessment, but the focus on training the largest number of beneficiaries possible in basic skills was more evident than the provision of advanced training and equipment support to further develop the value chain.

Private sector development (PSD) was not a specific focus of the project though activities undertaken by UNIDO focussed on the foundation of PSD. This involved providing a foundation level of training for the majority of trainees coupled with advanced technical training, on the job and more advanced business and entrepreneurial training. Capacities of VTCs were also strengthened mainly through business and entrepreneurship ToT and small scale equipment

¹³ Thematic Evaluation, UNIDO Post-crisis projects (UNIDO: 2010)

provision. Local Economic Development (LED) was a focus of the project activities but only at the most basic level. The project did not link with private sector bodies such as the chamber of commerce. While private sector bodies are in the early developmental stage in South Sudan they would have been in a position to both contribute to, and benefit from, the project outcomes particularly the labour market needs assessments.

Labour market needs assessments were undertaken during the inception phase of the project. These identified the priority market needs for public and private sector intervention. Project management indicated that further VCD was anticipated in a proposed second phase for the project, which would include development of business skills and further on-going support for nascent businesses. The second phase did not transpire.

4.2. Project management

The overall management of the project was straightforward with the UNIDO PM in Vienna supported by the project CTA in Juba with a National Project Officer also in Juba (see figure 1 previously). The input from the international technical advisors and experts was also high. National counterparts included the MoLPSHRD, the MCT, the VTCs of JTSS and St. Vincent and the NGO SSOPO. National counterparts confirmed a high degree of involvement in the management of project implementation, from selection of training course to selection of beneficiaries.

The project clearly benefitted from consistent management in the field by the CTA in Juba. It was apparent through interviews with the VTCs that the CTA had a significant positive impact on the management and overall outputs of the project. The project also reportedly benefitted particularly from support from the programme manager in Vienna, the heads of JTSS and St Vincent and ROOTS.

Reporting, monitoring and evaluation

Although the monitoring and evaluation requirements are not clearly specified in the project document, which further impedes ability to evaluate the project overall, the project did collect basic information regarding whether the beneficiaries had found work.

The project undertook regular activity monitoring on ongoing training with students trainers and managers of the VTCs. Regular training reports were produced together with detailed monthly progress reports from the CTA and mission reports from the consultants supporting the project. A number of 'one off'

reports such as the market needs assessment and the GET Ahead ToT were produced.

In partnership with the VTCs, the project also followed up with local beneficiaries who had received training to check whether they had gained employment or self-employment (see Figure 9).

With respect to project M&E, there was a lack of impact indicators in the project Logical Framework. Extensive baseline data was collected regarding individual beneficiaries under Output 1 of the project including a wide range of household and personal data. There was no evidence this was being used to analyse the overall success of the project or that it was being used for any form of immediate impact evaluation. This was reportedly due to time constraints.

4.3. Relevance and ownership

The project was relevant to the 2011-2013 SSDP and the 2012-13 UNDAF. The project is within the UNIDO priority focus of rural entrepreneurship development establishing locally pertinent cottage industries, common service facilities, and vocational training schemes. This essential recovery input forms a major part of UNIDO's involvement in post-crisis countries.¹⁴

The project was also in line with UNIDO's corporate approach to post-crisis situations as stated below.

"In the phase of rehabilitation and reconstruction, UNIDO will provide services for enterprise rehabilitation in key industrial areas, promoting income-generating activities for specific groups of affected people, [and] supporting institutional capacity-building."¹⁵

The South Sudan project was relevant with its dual focus on the development of national training capacities coupled with the creation of immediate stabilising income. UNIDO operated within its area of comparative advantage developing trades and services at the micro and small level. The project was also in line with development norms, particularly MDG 1, the reduction of extreme poverty and with MDG 3, the promotion of gender equality.

The project was in line with the South Sudan Vocational Training Policy, particularly regarding the Policy's recommendation that foundation level programmes should generally be less than one year's duration. This included the training of three, six and nine months offered by the VTCs and supported by

¹⁴ Service Module 4 (Private Sector Development) of UNIDO's Service Modules as given in the latest Corporate Strategy document.

¹⁵ UNIDO (2005) Strategic Long-Term Vision Statement.

UNIDO. The policy also noted that apprenticeships although typically longer could be of a duration of one year.

With respect to South Sudan's UNDAF for 2012-2013 which supports key priorities in each of the SSDP's four pillars, the projects focus was relevant to Outcome 2 which was the reduction of chronic food insecurity and an increase in household incomes; supporting the GOSS in its efforts to generate productive, remunerative and decent employment. The project was also relevant to Outcome 3 of the UNDAF, which outlines that: key service delivery systems are in place, directly contributing to the main objective of the Social and Human Development pillar.

The project was also in line with and contributed directly to the SSDP, which outlines that interventions will be undertaken in a number of programme areas for Culture, youth and sports. Under youth and vocational skills training, the development target for 2013 is to increase the number of young people receiving short-term vocational training that includes entrepreneurship and life skills modules to 8,600. With 672 youths receiving training under the UNIDO project, just less than eight per cent of the SSDP's national target for 2013 was met by the UNIDO supported training. Of these trainees, 645 also actually graduated.

Planned activities included renovating and constructing VTCs; collaborating with the MoE and the MoLPSHRD to develop and distribute targeted vocational curricula and engaging vocational trainers and coordinating the provision of youth vocational training.

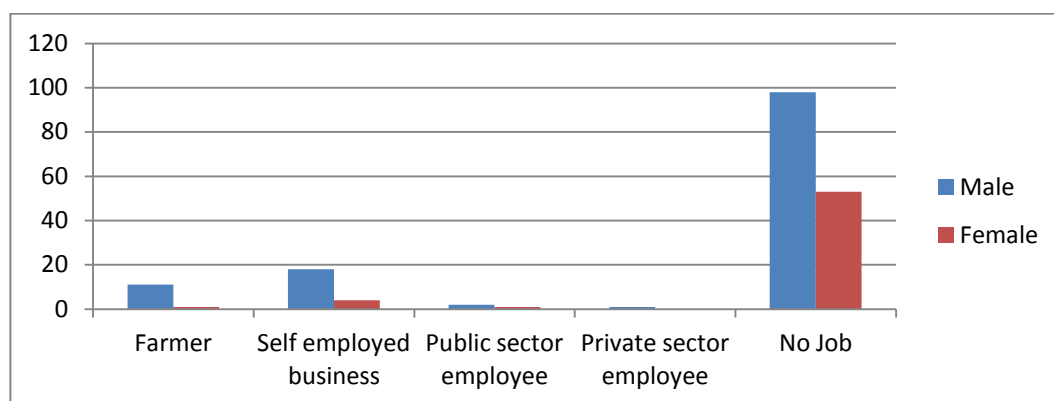
The OECD guidelines on evaluating peace building activities in settings of conflict and fragility warn about the possibility of attribution, whereby a causal link is attributed to an expected end result¹⁶. In the South Sudan project, this would be the link between the outcomes' and the project's development objective, which assumes that strengthening capacities of VTCs and providing marketable skills would help consolidate the peace process and economic recovery of South Sudan.

Regarding the project's development objective, there does not appear to be an issue of attribution as sustainable livelihoods and marketable skills were linked to the peace building process. Information collected from the project's government partners and educational institutes including the VTCs themselves as well as the University of Juba also consistently revealed their view that improved income generation as a result of marketable skills would contribute to consolidating the peace process in South Sudan. FGDs consistently indicated the beneficiaries' own perspective that the project had reduced the potential for conflict due principally to their new potential to focus on income generation.

¹⁶ OECD (2012), *Evaluating Peace building Activities in Settings of Conflict and Fragility*.

The project was relevant to the selected target groups by providing improved entrepreneurial skills and enhancing trade skills and income generation through technology transfer. Of the beneficiaries participating in the evaluation the great majority reported they had no job before the UNIDO training (see Figure 6 below).

Figure 6: Type of work prior to UNIDO training



Source: Independent Evaluation based on actual numbers of responses

Although not a particular focus of the project, there was some relevance to Value Chain Development (VCD) from small-scale beneficiaries at the micro level, to Institutional Strengthening of VTCs at the meso level. FGD and individual discussions with the trainers highlighted the relevance of their training and the relevance of the tools provided to both the VTCs and the beneficiaries themselves as this added value to basic manufacturing skills and products that could be produced.

The methodology of project implementation was also considered to be of particular relevance by the GOSS and project beneficiaries due to the fact that the project has not only provided training but also provided the means to implement the training in the form of toolkits for some beneficiaries.

Selection of direct beneficiaries was relevant in that it included the national training centres and inputs on training courses were received from the Government. At the outset, local counterparts were involved in the project formulation and design. The MoLPSHRD and the VTCs were involved in course selection and the curricula development. The VTCs indicated that with UNIDO providing support they had been able to speed up their enrolment rate and reduce waiting lists. VTCs also certainly indicated their ownership of the curricula.

The MoLPSHRD suggested that UNIDO should also focus on hospitality as an identified need and the project was flexible enough to adapt to and support this request. The markets needs assessment undertaken for both the public and

private sector ensured the project also remained relevant to market needs. Relevance was also reportedly enhanced by study tours for Ministry officials and beneficiaries to Egypt to learn how other VTCs work.

Trainees at both St Vincent and the MTC generally indicated the view that the training and materials provided were part of an independent UNIDO programme, not necessarily under the ownership and management of the VTCs. Beneficiaries additionally had high expectations that UNIDO could provide them with additional training, capital and equipment, despite repeated explanations by project management that this was a technical assistance project being provided to and through the national training centres.

4.4. Efficiency

The project is assessed as efficient. In the project identification and formulation stage, efficiency was enhanced by reference to, and building on the previous partnership experience of UNIDO in Sudan. This included UNIDO's programmes in Sudan for the rehabilitation and restructuring of existing training centres and education systems in the region, in particular the YED project implemented in Malakal.

The involvement of competent private training institutes was essential to the delivery of training required, especially given the short timeframe of the project, and efficiency of the project was enhanced by the use of local trainers. However, though UNIDO and the VTCs followed up the number of people who were obtaining work as a result of the training there was a general lack of monitoring at the outcome level of the project.

To some extent, the initial project document did not particularly reflect the difficulties of implementation in South Sudan. For example, the project envisaged activities would help expand cooperation among the various national institutions that offer structures and expertise in vocational education and training. The project document indicated collaboration will be sought with other ministries of the Government and institutions, including the Ministry of Education, the Ministry of Industry and the Ministry of Agriculture. In practice, however, a significant constraint reported by both the project and project partners was that five ministries were involved in TVET in South Sudan with an unclear definition of responsibilities. There was also a reported lack of government input due primarily to financial limitations.

The project did not complete within the planned timeframe of one year. Considering the difficult operating environment in South Sudan, the need to establish project facilities, coupled with training that sometimes lasted nine months, time allotted during the design phase appears unrealistic. There was no indication that this was a result of a lack of efficiency on behalf of project staff either in Vienna or in Juba. The project needed a no cost extension for six months to allow for the delivery of training as the minimum training period in South Sudan is six months in order to obtain the requisite national training certificate from the government.

Although the project was established to provide a foundation level training, further emphasis was placed on employability and on the job training to allow for the creation of sustainable livelihoods. A further reason for the extension was therefore, the requirement to not only provide basic training but to follow this up with on the job training, some business development services and mentoring.

A constraint reported by many beneficiaries was the fact that they had still not received graduation certificates for their training and that this was in some cases preventing them from finding work. While UNIDO was prepared to provide certificates immediately upon completion, the GOSS required that certificates be signed by them. As a result the VTCs and UNIDO were still attempting to obtain certificates from the GOSS towards the end of the no cost extension. In the interim the VTCs were providing letters of recommendation upon request.

Efficiency of the project was also generally enhanced by the selection of beneficiaries in and around the area of Juba. Most beneficiaries lived within the catchment area of the training centres and were able to complete both basic training and the advanced on the job training. In the minority of cases where beneficiaries' did not complete the training it was ascribed to the fact they did not live close enough.

A total of 1,059 trainees' registered for training (233 female, 826 male) of which 672 (221 female, 451 male) were selected based on merit. Of these, 645 graduated (197 female, 448 male). Of the 645 who graduated 289 were entitled to receive toolkits. Beneficiaries did indicate that in some cases they had not yet been provided with their anticipated toolkits, though the project was using available budgets to procure more toolkits than originally planned for.

In order to ensure efficient use of scarce funds, only the best trainees were provided with toolkits. This was ascertained by monitoring of the students during the training and the results of the final exam. Toolkits were awarded to students who demonstrated the highest technical proficiency and were most likely to

commence economic activity. The VTCs worked in partnership with UNIDO to decide on the selection. In the case of tailoring for women, toolkits were provided to all the beneficiaries. Although it would have been more efficient to provide all selected graduates with toolkits at a single participating ceremony, it was considered this could lead to issues for those who did not receive tools.

VTC trainers indicated the cost effectiveness of the project as it mainly focussed on locally available raw materials and the training itself resulted in the direct beneficiaries either producing goods that were sold or obtaining paid employment. If products were sold the money earned was then transferred back to the beneficiaries and in some cases the VTCs were directly benefitting from the training as trainees were rehabilitating the training buildings.

Efficiency was enhanced by the fact the trainees were then proceeding to train others and sharing their toolkits in their communities.



Picture: Training building completed as part of the building and Construction training in St Vincent

Regarding an efficient use of training resources, VTCs did not have business plans that defined their short-medium- and long-term objectives; or a

development plan for enhancing current or potential future partnerships. As such, numbers of immediate trainings would likely decrease and the VTCs would face a longer waiting list after project completion. An additional constraint was the lack of financial resources on the part of the GOSS and vocational training policies that were not fully developed or prioritized.

Procurement

With respect to procurement it took a long time to procure some of the toolkits for the training that was to be provided by the VTCs. It was also reported that the implementation of UNIDO's enterprise resource planning tool known as Systems Applications Products (SAP) slowed the disbursement of funds to the field. There were some minor reported local issues regarding procurement of basic raw materials needed for training equipment with trainers at JTSS indicating that procurement had delayed aspects of the technical training for several months.

Procurement of toolkits commenced in September 2012 and procurement procedures, including request for quotations and evaluation, completed only two months later. A constraint was faced with the timeliness of delivery as toolkits did not arrive until June 2013 due to the slow delivery of the supplier in Holland. The project commenced procurement on a second set of tools in August 2013, as there was an available budget. Attempts were made to procure locally, which would have supported LED, but after two rounds of bidding local suppliers quotations were still double that which was quoted by an international supplier. Local quality was also reported to be poor, though in some cases trainers at the VTCs indicated the quality of local goods was improving. Due to the short time until the project ended delivery was requested by air.

With regards to equipment and training inputs for direct beneficiaries, the majority surveyed by the independent evaluation indicated that the toolkits already provided by the project were of medium or good quality. The usefulness of the toolkits received was reportedly high for both males and females with 75 per cent indicating toolkits were either very useful or essential to their current profession. Regarding the quality of training, just under 90 per cent reported they were either satisfied or very satisfied.

Training equipment for the VTCs, (for example second hand car engines and compressors) used international companies that had representative offices in Juba. The procurement of training materials formed part of the UNIDO contract with VTCs, which were responsible for procurement with 50 per cent of the money being provided upfront by UNIDO. Trainers and trainees did indicate that in some cases equipment was not procured for the first two or three months of

the training so courses focussed initially on theory. VTCs did not give an explanation as to why procurement took so long, and it was reported that in some cases they requested the second payment of money before procuring. UNIDO did not release further payments until proof of purchase was provided. Trainees did indicate that in the majority of cases this did not impact the final training, though they would have preferred earlier delivery.

4.5. Effectiveness and project results

In order to achieve the project's development objective (to help consolidate the peace process and economic recovery of South Sudan), the overall outcomes of the project were broadly to contribute to expanding the human capital base by strengthening vocational training, strengthen the capacities of selected VTCs in the country and provide a minimum of 750 young people with marketable skills to sustain livelihoods. The outcomes of the project were supported by its three outputs.

Considering the limited time to implement project activities, the constraints faced by the project management regarding local technical and managerial competencies and the extended length of some of the training courses, the delivery of outputs was effective. This is certainly the case considering some beneficiaries went from a level of no or limited experience to establishing small businesses.

Although many activities of the project cut across multiple outputs (such as training), the main activities of the project are summarised within the three outputs outlined below. Table 1 below provides a concise summary of activities and number of beneficiaries and stakeholders.

Output 1: The baseline surveys

Meetings with stakeholders were apparent from the outset of the project. From the inception mission onwards stakeholders and target groups were consulted and one-on-one meetings with the beneficiary VTCs by the CTA were undertaken. A series of consultative baselines were also undertaken.

To develop relevant training programmes and clear profiles of the target population in terms of vulnerability, skills and background, the project undertook a comprehensive baseline survey of all beneficiaries. Information collected include

age, gender, location, household size, number of children, education, skills, income and expenditure, and the number and cost of daily meals.

With respect to the specific selection of beneficiaries for training, the project collected relevant background information. Information included whether the beneficiaries were IDPs and in residence in and around Juba and committed to participating in the programme until completion. The project also asked whether potential participants were ex-combatants, willing to advance skill development, were female heads of household or single mothers, whether they had regular income, had exhausted their current coping mechanism and whether they had lost economic assets due to conflict or other disasters. Finally potential beneficiaries were asked to indicate that they were not currently benefiting from another NGO/UN training programme. Of the 12 categories of the criteria every category carried 1 mark.

To further inform the effectiveness of potential training to be given, an independent assessment of practical skills & small-scale business opportunities in South Sudan was undertaken to assess a baseline against which market needs of possible interventions could potentially be met.

The baseline survey commissioned by UNIDO was undertaken by Forcier consulting to inform the project training interventions and increase the employability of the South Sudanese in Juba. Information from an ILO market assessment in Konyo and Gudele markets and a Youth Employment & Livelihood Baseline Assessment on Skills & Market Opportunities study conducted for the UN Joint Programme on Youth Employment both undertaken in 2011, were also used to inform the study.

The research was consultative involving the VTCs and in some cases information was sought from people who would become beneficiaries of the project. The research consisted of three components:

1. A Product-oriented market needs assessment;
2. A Labour needs assessment among the private sector;
3. A Labour needs assessment among the public sector/civil society.

The research also included a detailed assessment determining sectors with the greatest employment absorption potential in the coming five years. It covered hospitality, tailoring, carpentry, electronics, mobile phone repair, electricity, auto mechanic, plumbing, welding, Information and Communication Technology (ICT), and building and construction.

Of all the sectors surveyed, two main constraints were identified to the development of business in South Sudan. The first was the ad hoc nature of government policy, which limited longer term confidence regarding investment, while the second was the low employability of many nationals due to a lack of skills and work ethic. Many employers for example indicated problems regarding punctuality, reliability and attitude.¹⁷

The beneficiary and market needs assessments were used by UNIDO and the VTCs to identify available skills, on which the subsequent training activities were based. UNIDO also worked with the VTCs to identify additional trainers for Hospitality and Mobile phone repair specifically as a result of the market needs assessment.

Output 2: Provision of marketable skills to 750 youths

Output 2 was to provide a minimum of 750 youth with marketable skills. This output supported the outcome to “provide a minimum of 750 young people (including IDPs, ex-combatants and women) with marketable skills to enable them to obtain jobs and/or start-up an economic activity to sustain livelihoods for themselves and their families”.

The VTCs requested the project follow the existing, government-approved curricula when conducting vocational training courses. These courses lasted between three to six months. Each project beneficiary attending such a course was entitled to receive a training certificate afterwards.

In order to strengthen the basic training programmes, the project provided select graduates with additional support to help their employment after the basic training. This was in the form of on-the-job training, helping the graduates to generate a business idea, providing graduates with a toolkit, or linking the graduates with mentoring support.

The project trained skills in the trades outlined below and the total number of graduates is provided in Table 2. The project trained 672 beneficiaries (33 per cent female) in a wide range of trade and service sector skills. Further trainings included entrepreneurship skills for selected graduates which covered 75 beneficiaries. Of those who received training a high percentage graduated with 448 out of 451 males and 197 out of 221 females graduating. The majority of trainees studied auto mechanics, electricity supply and hospitality. Of these 89 per cent graduated in auto mechanics, 87 per cent in electricity supply and 90 per cent in hospitality (of which, 70 per cent were female graduates).

¹⁷ Forcier et al November 2011.

Table 2: Training overview¹⁸

Per VTC	Target	Period	Registered			Accepted			Graduated		
			TOTAL	Female	Male	TOTAL	Female	Male	TOTAL	Female	Male
Multi-purpose Training Centre (MTC) (target 90)			100	6	94	71	2	69	49	2	47
Carpentry	30	Oct - Mar	29	2	27	24	0	24	10		10
Plumbing	30	Oct - Mar	36	4	32	22	2	20	26	2	24
Welding	30	Oct - Mar	35	0	35	25	0	25	9	0	9
Advance Welding ¹⁹		Jul- Sept							4	0	4
Entrepreneurship ²⁰									17	2	15
Saint Vincent De Paul (Target 360)			494	110	384	343	110	233	364	109	255
Hospitality	60	Aug-Oct	60	38	22	42	38	4	47	35	12
ICT	60	Aug-Oct	120	31	89	60	31	29	73	13	60
Auto Mechanics	60	Aug-Jan	100	3	97	79	3	76	72	2	70
Electricity	60	Aug-Jan	120	7	113	72	7	65	62	5	57
Building Construction	60	Aug-Jan	64	1	63	60	1	59	34	1	33
Tailoring	60	Aug-Jan	30	30	0	30	30	0	54	49	5
Advance Hospitality									4	3	1
Advance Building									18	1	17
Entrepreneurship	25	Oct-Jan							30	12	18

¹⁸ Source: Project Progress report (September 2013).

¹⁹ Training totals include the same candidates who were selected for both basic and advanced training.

²⁰ Training totals do not include those selected for additional entrepreneurship training.

Per VTC	Target	Period	Registered			Accepted			Graduated		
Juba Technical Secondary School (JTSS) (target 245)			415	82	333	210	76	134	184	53	131
Hospitality	70	Aug-Oct	70	59	11	70	59	11	50	36	14
Mobile Phone Repairs	70	Aug-Oct	35	5	30	35	5	30	46	4	42
Auto Mechanics	35	Aug-Jan	95	0	95	35	0	35	30	0	30
Electricity	35	Aug-Jan	144	10	134	35	10	25	31	8	23
Electronics	35	Aug-Jan	71	8	63	35	2	33	15	2	13
Advance Hospitality									4	3	1
Advance Welding									8	0	8
Entrepreneurship	25	Oct-Jan							28	12	16
South Sudanese NGO (target 50)			50	35	15	48	33	15	48	33	15
Hospitality	25	Oct-Dec	50	35	15	48	33	15	48	33	15
Food processing	25	Oct-Dec	0			0					
Training of Trainers (target 15)			15	7	8						
ToT Gender and Entrepreneurship	15	June	15	7	8						
TOTAL	810		1059	233	826	672	221	451	645	197	448

The trades described below, include the identification of market needs as identified by the Forcier report that were used by the project to focus its training interventions.

Auto mechanics

In terms of specific services that employees could provide, a need to train more skilled mechanics was mentioned by businesses interviewed in the market assessment. Due to the nature of the sector, mechanics were by definition the most sought after workers.

Building and construction

Construction businesses required skilled, trained tradesmen, as presently a majority of these positions were filled by people from abroad. Respondents in the market assessment indicated that they had difficulty in finding qualified labour, and that specialised construction services such as plumbers, electricians and heavy machinery operators were the primary need. Construction remains an expanding market in South Sudan.

Carpentry

These businesses were producing items such as beds, tables, cabinets, and tables. There was a need for carpenters to not only focus on carpentry businesses, but ways in which they can provide products and services to the wider construction industry in large volumes.

Electricity

Because all generators are imported from Europe training local people in how to install generators was a highly desirable service skill as the engineers needed to install them also came from other countries. There was also a relatively large customer base for electricity services. The installation and repair of generators will be in high demand for the foreseeable future.

Electronics

Spare parts for the repair of computers and printers are difficult to obtain and sometimes of substandard quality. All equipment and raw materials are sourced from Uganda, Kenya or Dubai, and there are substantial costs involved in their transportation. The priority need was for people trained in specific aspects of appliance repair, for example in repairing computers or printers.

Hospitality

Training in basic hospitality including hygiene was a reported need. Constraints were faced by businesses regarding employees not wanting to work the hours

associated with hospitality and in some cases a negative cultural attitude to women working in hotels and restaurants. It was also difficult to train staff.

ICT

The primary services that were in demand were the ability to install wireless servers, associated troubleshooting, and computer repair (specifically virus removal). These more practical aspects were considered to be missing from existing training schemes at the university, which were perceived as not hands-on enough. A lack of skilled labour relevant to the real needs of the ICT industry was identified as a major problem, suggesting that the development of a new scheme of training to address this need would be highly beneficial.

Mobile phone repair

Training South Sudanese people in mobile phone repair with their local language skills would give them a competitive advantage over immigrant labour. It was estimated that proper training with no background in the skill would require 6-12 months, and a good working knowledge was a necessary prerequisite for employment, mainly because of expense, but also due to the low number of service providers.

Plumbing

A lack of properly skilled labour was identified as a major problem, with one respondent claiming that people often lied about their skill-sets, for instance labourers pretending to be engineers. On-the-job training was seen as being both possible and necessary in the plumbing industry.



Tailoring

A lack of skilled and dedicated workers was identified as the main problem. The skill most in desire was 'design-minded tailors', not simply those able to use a sewing machine, demonstrating that creativity was key to this industry in addition to technical knowledge.

Welding and metalworking

The availability of highly skilled mechanical and electronic repairmen was identified as the primary skill-sets that were difficult to find for this industry. A vocational training programme teaching people how to weld was also seen as

necessary, as they require staff to have extensive training and experience before hiring.

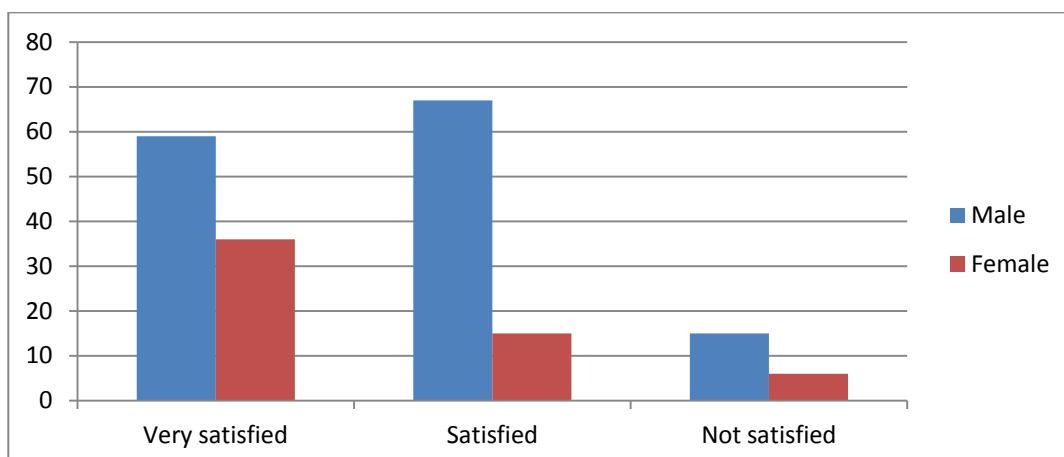


Picture: Auto mechanic and building-construction trainees

The evaluation's analysis of the training provided has been disaggregated by gender and by training centre, and with regards to income, each particular course was evaluated. A total of 204 beneficiaries (145 male and 59 women) were provided with questionnaires and about 100 trainees also participated in FGDs.

The evaluation initially asked students to rank their satisfaction with regard to their training and the quality of their trainers. As Figure 7 below demonstrates, a clear majority of the beneficiaries indicated their satisfaction with the overall training they had received. Generally, female beneficiaries indicated slightly higher levels of satisfaction with the training when compared to their male counterparts. This was supported by the contributions of women during FGDs who indicated high levels of satisfaction with the training and its results.

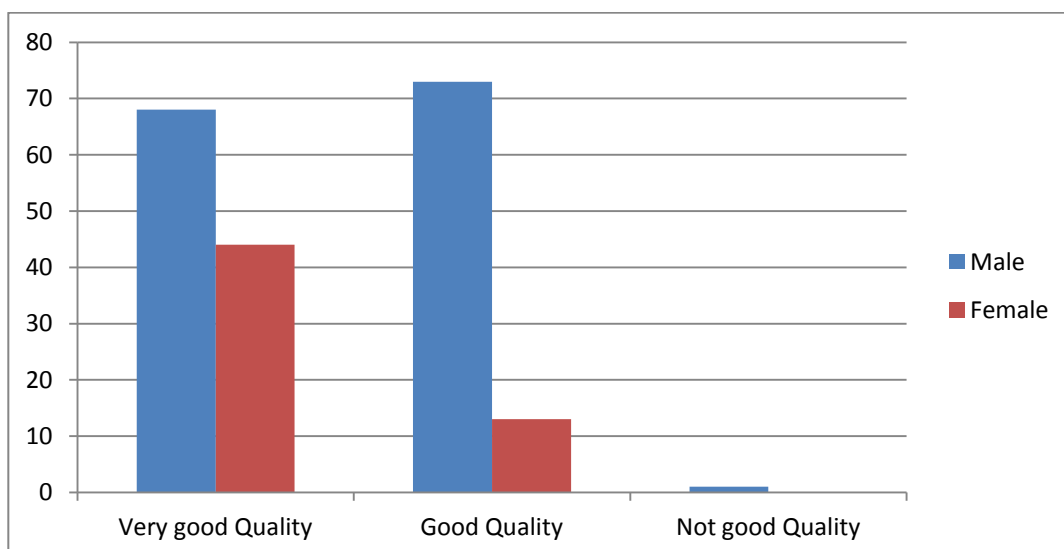
Figure 7: Satisfaction with training received



Source: Independent Evaluation based on actual numbers of responses

When asked to rate their teachers' ability to train them virtually every respondent indicated their ability to teach was either good or very good (see Figure 8 below).

Figure 8: Quality of trainers



Source: Independent Evaluation based on actual numbers of responses

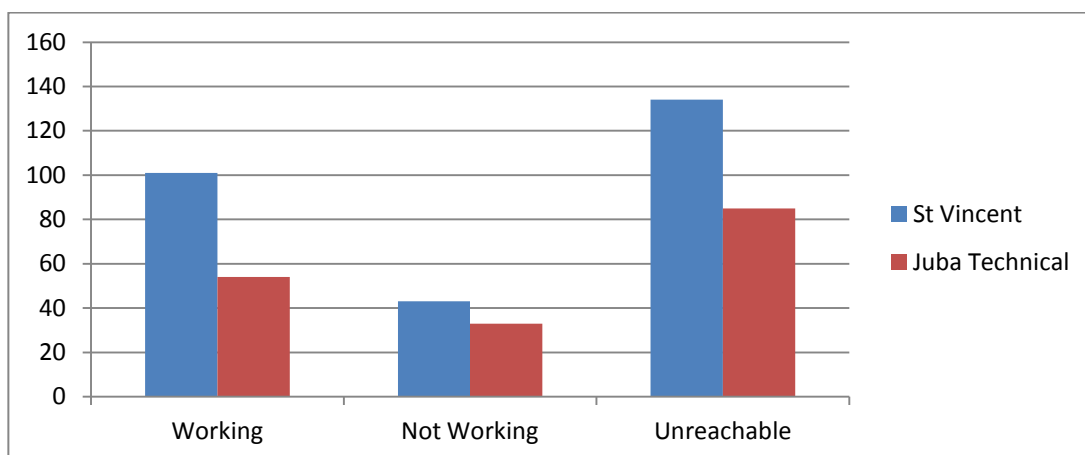
Income generation

The development objective of the project was to help consolidate the peace process and economic recovery of South Sudan. This was to be achieved through the outcomes of strengthening VTCs and the development of marketable skills with the associated commencement of employment or economic activities. Although it was not articulated in the Logical Framework and it is not necessarily

an indicator of long term sustainability, an increase of income can be used as a general, short-to-long-term indicator of poverty reduction which is recognised as a key factor in peace building.

Data collected by the VTCs as a follow up from the training indicated to them that the majority of beneficiaries were now working. See Figure 9 below. The majority of respondents in both training centres were not reachable by phone. This was a result of the practice of frequently changing phone numbers in South Sudan. However, conversations with colleagues of these beneficiaries, indicated to the VTCs, the majority were in work and had returned to their home state. Using figures provided by the VTCs, and assuming those that were unreachable had returned to their home state to work, 85 per cent of trainees from St Vincent and 80 per cent of trainees from JTSS were in employment.

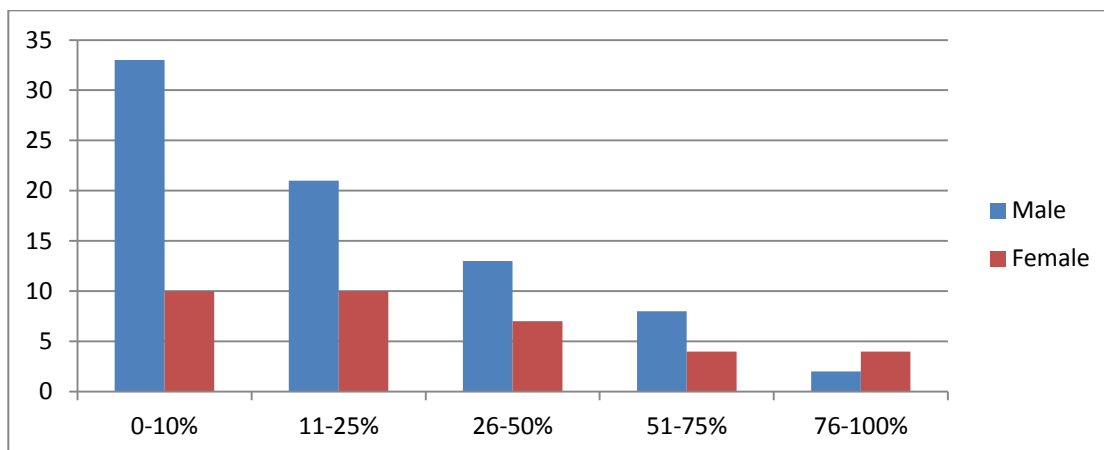
Figure 9: Working beneficiaries (data collected by VTCs)



Source: Independent Evaluation based on actual numbers of responses

Sixty seven per cent of all male respondents and forty two per cent of female respondents surveyed by the evaluation reported their income had actually increased because of the training courses provided (see Figure 10 below). When compared relatively to men, though there were small numbers, it appeared that females were earning slightly higher percentages as result of the training.

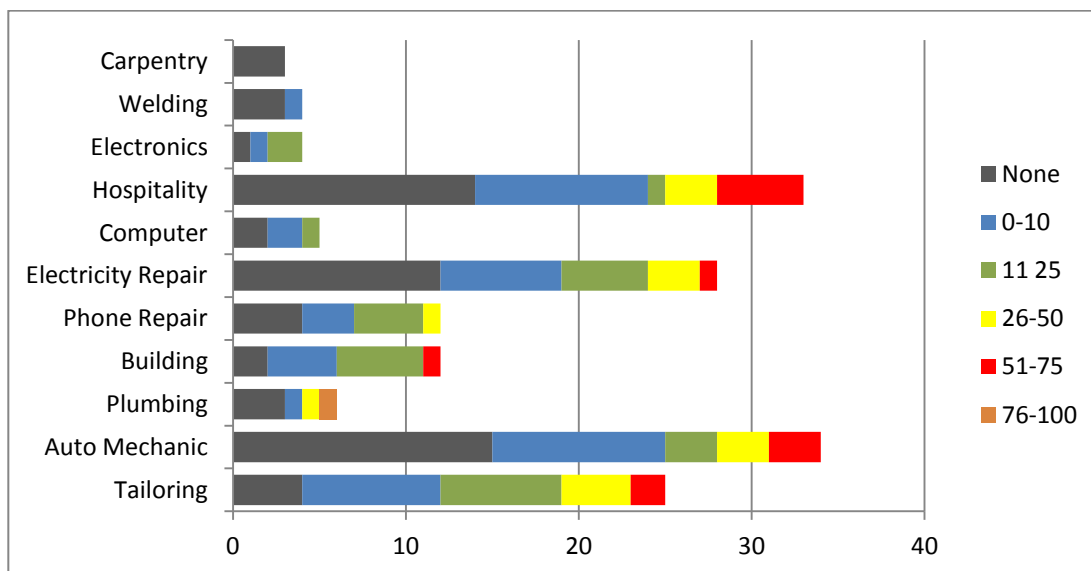
Figure 10: Reported increase in income following the training



Source: Independent Evaluation. Per cent calculated on total numbers of responses

An examination of specific training courses (based on the total number of responses) suggests differences in the incomes generated as a result of different training. While care should be taken not to suggest this is an absolute, it appears hospitality, electricity repair and auto mechanics are trades that were earning the most improved income as a result of training. Building and tailoring were also the trades that seemed most likely to provide a higher return.

Figure 11: Reported income increase by course



Source: Independent Evaluation based on actual numbers of responses

Questionnaire responses indicated quite consistent data from both men and women regarding their situation after the training. Virtually all respondents

indicated they felt the training had improved the quality of their skills and would help them to better integrate into their local community. Around 60 per cent and 40 per cent of both males and females indicated the training had either enabled them to start up their own business or gain employment respectively. These figures generally correlate with income increases reported by men and women though the figures seem lower than those collected by the VTCs which indicated 80 per cent of beneficiaries were working. A very high percentage of respondents indicated they felt they could train others with the skills they had learned and more than 50 per cent of men and 70 per cent of women indicated that they were already doing so (see Figure 12).

Figure 12: Post training situation



Source: Independent Evaluation. Per cent calculated from actual numbers of positive responses

Provision of toolkits

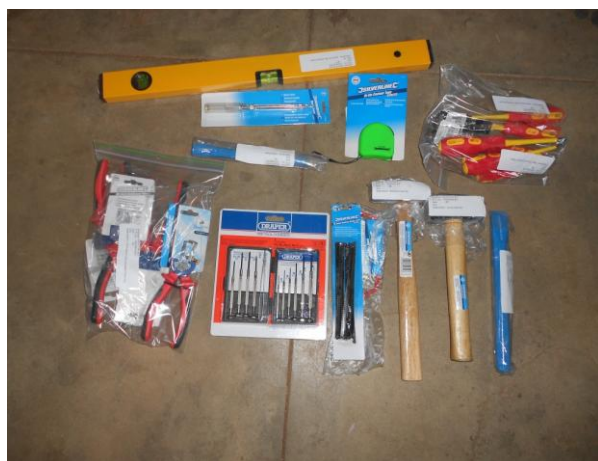
Handheld toolkits were distributed to beneficiaries for the majority of the courses and were distributed based on performance (see table 3 below). Toolkits were awarded to students that demonstrated the highest technical proficiency and were most likely to commence economic activity. The VTCs worked in partnership with UNIDO to decide on the selection. In the respect of tailoring for women, toolkits were provided to all the beneficiaries.

Table 3: Number of toolkits disbursed (by course)

Type of Business/Trade	Number of toolkits distributed.
Carpentry	25
Auto Mechanics	70
Electrician	60
Building and Construction	40
Plumbing	10
Tailoring	60
Welding	12
Mobile Phone Repair	12
Total	289

Regarding toolkits received, the analysis only focuses on equipment provided by UNIDO under the basic technology transfer and not that provided to the VTCs. Although not all beneficiaries had received toolkits at the time of the evaluation, 95 beneficiaries (31 female) who were interviewed had already received toolkits.

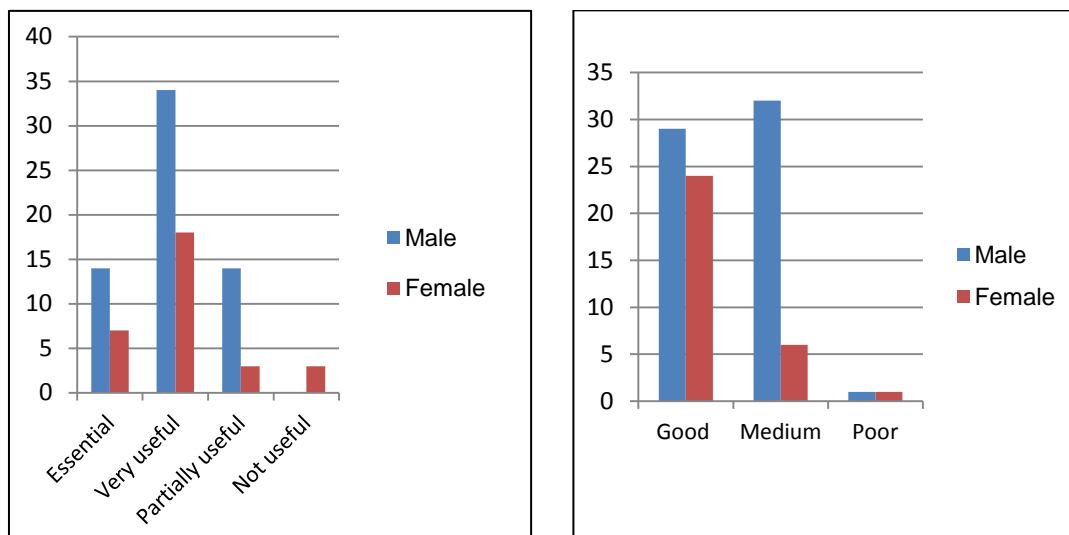
A picture of such a toolkit is given below:



Toolkits were provided for the most successful beneficiaries on the basis of academic results and personal commitment assessed by UNIDO and the VTCs. Toolkits were provided mainly to auto mechanics, mobile phone repair and build and construction for men and tailoring for women. Electricity repair toolkits were provide to both male and female graduates. A clear majority of beneficiaries indicated the toolkits they received were essential, very useful, or at least partially

useful in their current occupation (see Figure 13 & 14 below). Aggregated by gender 78 per cent of recipients indicated, the toolkits provided were either essential or very useful to their profession.

Figure 13 and figure 14: Reported usefulness and quality of toolkits to current occupation (by gender)



A clear majority of both men and women indicated the toolkits received were also of medium to good quality. Of the one male and one female who indicated the toolkits were of poor quality the male indicated the phone repair kit he had received had broken.

While the beneficiaries that received toolkits were generally very positive about the equipment they received, many reported a need during FD, for further training and equipment to be provided to help them provide services and set up businesses and to generate a better income in their trade and compete with foreign labour. There were also indications that beneficiaries felt everyone should have been provided with a tool kit.

A need for working capital was also reported as a requirement for start-up and continuing business needs. This issue was not reflected in the project design and there was no financial allocation under the project. Despite this the project allocated very limited funding to three new companies in hospitality, mobile phone repair and welding. The capital allocated was to cover initial costs of rent and fuel consumption.

Output 3: Support to the development of micro industries

This component was implemented by UNIDO jointly with the project partners with the intention of providing support for targeted beneficiaries to develop micro-industries. In order to support the beneficiaries, training in entrepreneurship for students in two VTCs was held. The activity built on the ToT on entrepreneurship undertaken in June 2012.

The training also included a mentoring programme for beneficiaries which linked to the study conducted by 'Forcier Consulting'. The Forcier study recommended training in basic work ethics and professional conduct as a result of their findings.

Business and entrepreneurship training

Training was provided in a range of basic business development and entrepreneurship skills. The project adapted the training package for "Gender and Entrepreneurship Together" (GET Ahead) which assists ILO partner organisations in promoting enterprise development. The methodology was adapted for both trainers and trainees. International experts conducted the training including the UNIDO PM and an international consultant.

Trainers in the project were expected to provide basic business advice and training to beneficiaries for implementing income generation activities, and to build the required capacity an initial five day ToT workshop was held in Juba. The objectives of the first ToT were to give trainers the ability to promote youth and women's economic and social empowerment among low-income groups, and create a 'business mind-set' among low-income youth and women engaged in small-scale income generation and business. The ToT also aimed to increase the capacity of trainers to provide action-oriented, participatory training on basic business management skills to low-income women and their families. As well as trainers from the VTCs, the participants included representatives of the Government from the MoLPSHRD and MoE.

As a further development of the first ToT, the project implemented the training provided for both trainers and trainees in a second four-day, ToT which was customised for the needs in South Sudan. The training methodology was particularly adapted for participants with a low level of education – especially women and youth already engaged in or wishing to start a small-scale business. The training package developed entrepreneurial skills for poor beneficiaries and highlighted gender perspective in doing business by showing trainees how to develop entrepreneurial skills and to obtain support through groups and networks in poor and unstable environments.

The activities of the training included designing programmes on entrepreneurship jointly with the project's beneficiary VTCs, assisting selected trainers from the project's VTCs in how to run entrepreneurship courses and the design of mentoring programmes for trained youth in developing their micro industries inputs on micro-industry development/entrepreneurship. Activities were also developed for a follow up project that did not transpire.

An effective way of implementing the Entrepreneurship Training was used by delivering it to chosen VTC trainees, who were actually interested in doing business in the future and who displayed a high level of involvement in the practical training. Students were selected based on a two stage process identifying potential micro-businesspersons from among the project beneficiaries who had the best performance during mid-term practical skills tests.

Two chosen groups of beneficiaries participated in the Entrepreneurship training delivered at St. Vincent and the JTSS. Thirty trainees from St Vincent and 29 from JTSS were selected. Beneficiaries were selected from Tailoring, Auto Mechanics, Building, Electricity, Hospitality and ICT from St Vincent; and from General Electricity, Electronics, Auto Mechanics and Phone Repair from JTSS.

An output of the training sessions was the development of business plans which were submitted to the project for a feasibility assessment. The project then provided small-scale seed money to three businesses; hospitality, mobile phone repair and welding. The capital allocated was to cover initial costs of rent and fuel consumption. The project also supported the mobile phone repair company through the provision of a small kiosk and the catering company with a venue tent.



Picture: Mobile phone repair stall, supported by UNIDO

Study tours

A five-day study tour of vocational training institutes was undertaken to the Arab Republic of Egypt and included the Under Secretary of Labour, and the Directors and managers of the project partner VTCs. The purpose of the tour was to provide an insight into the training systems, modules and methodology in the light of Egypt's experience in technical vocational training, and to strengthen the bilateral relationships between the two countries in the area of TVET.

The delegation reported an enhanced understanding of the need to prioritise TVET in South Sudan and a need for the MoLPSHRD to specify support to the sector. Pertinent recommendations included the development and updating of national training legislation, policies and curricula to encourage bilateral cooperation, the need for a centralised training centre for instructors, further investment in trainers, further provision of tools and equipment to VTCs, the establishment of VTCs in the 10 states of South Sudan and attachment of trainees to trades.

The delegation also reported the need to establish public private partnerships in the implementation of the vocational training policies, and to adhere to the ILO

recommendations for competency-based skills acquisition and entrepreneurship training based on labour market needs assessments.

The Director and a project manager from St Vincent also participated in a Regional Workshop on Agribusiness in Israel. The conference also had participants from Kenya, Uganda, South Sudan, Tanzania and Ethiopia. The conference focused on a priority theme of the UN MDGs which was the role of women empowerment in agricultural development.

The workshop examined empowerment of rural women through agricultural entrepreneurship and explored additional farm-based components for sustainable employment and income generation, and an enhanced management of agribusiness projects. Enhanced management of agribusiness projects focussed on the application of value chain analyses in growth strategies, the identification of efficient tools for supporting small scale rural businesses and the adoption of entrepreneurial concepts for managing agricultural enterprises.

The participants reported the results of the workshop would be greater effectiveness in empowering small household women groups, currently undergoing entrepreneurship training in Juba. It was reported the workshop helped participants better understand the role of entrepreneurship in planning and managing agribusinesses. Participants also identified the need for entrepreneurship to become better integrated into existing business management courses in South Sudan.

The Minister and the Director General of the MoLPSHRD also attended a conference on green industrial skills for sustainable development held by the German Federal Ministry for Economic Cooperation and Development and UNIDO, which brought together policy makers from all over the world.

The main objectives were:

- To gain knowledge on challenges faced by developing and emerging countries to enhance human capacities.
- To participate in the elaboration of policy recommendations to improve activities, technical cooperation and assistance in the field of green industrial skills for sustainable development.
- To increase knowledge on new technologies and methodologies.

Pertinent recommendations from the South Sudan delegation conference included Developing a policy framework to support the greening of industries in South Sudan, supporting local authorities and community based organisations in providing key services, developing skills based education for future decision makers of society and for relevant on the job training.

Use of the media

The project had positive coverage in local newspapers and frequent coverage on national TV, in both English (SSTV) and Arabic (Sky Arabic). The project produced a quality report on the assessment of practical skills and small scale business opportunities required in South Sudan by Forcier consulting. Project information was also available on UNIDO websites and a project factsheet was produced. A video was also being prepared on the outputs of the project at the time of the independent final evaluation.

Table 4: Independent evaluation's measurement of achievements against the logical framework

Narrative summary	Measurable Indicators	Means of verification	Independent Evaluation Assessment
<p>Outcome</p> <p>Contribute to expanding the human capital base by strengthening vocational training in the country</p>	<p>Prevalence of peace and socio economic recovery in the country</p>	<p>Government reports International community reports</p>	<p>Achieved although difficult to measure because of a lack of a baseline or targets</p>
<p>Outputs</p> <p>1. Baseline survey carried out and target beneficiaries mobilised</p> <p>2. A minimum of 750 youth (including IDPs, ex-combatants and women) are provided with marketable skills</p> <p>3. Appropriate support systems for the development of micro-industries harnessing the specific needs required by the target groups established and implemented</p>	<p>Baseline data gathered, participatory workshops organised and implemented, action plan and strategy guidelines agreed upon by all stakeholders</p> <p>Project implemented according to work-plan</p> <p>20 Trainers upgraded their skills</p> <p>Around 750 youth provided with marketable skills</p> <p>Number of micro-industries created</p> <p>Number of income-generating activities promoted</p>	<p>Progress reports M&E reports</p> <p>Training reports M&E reports</p> <p>Progress reports M&E reports</p> <p>Final project report</p>	<p>This has been completed. Key aspect for success was detailed baseline of market needs and support of JTSS and St Vincent management</p> <p>This has been completed on time. However ALL beneficiaries want further support in terms of tools advanced training and capital</p> <p>This has been completed. Project has given direct support to about 50 beneficiaries over three trades. A Number of micro-industries have been created (mobile phone, tailoring, and hospitality). Large Number of income-generating activities promoted, Business skills development modules integrated into VTCs. Sustainability is an issue</p>
<p>Project cluster of activities</p> <ul style="list-style-type: none"> • Participatory workshops, needs assessment, identification of existing training capacities and prepare detailed work-plan • Plan and organise the TOT programme • Conduct skill development trainings and assist to establish micro-industries • Strengthening support institutions to ensure sustainability 			

4.6. Sustainability

With respect to sustainability, the evaluation considers whether the VTCs can sustain their training provision and also whether individual trainees can sustain the results of their training. Sustainability is considered within the context of the project outputs and the intended outcomes of sustainable livelihoods and enhanced capacities of the VTCs.

The combination of ToT, the construction of buildings and the provision of some training equipment to the VTCs was all intended to improve the projects sustainability. During implementation, the project strategy sought to provide the national managers of VTCs with the ability to continue beyond the life of the project and to further develop the courses in entrepreneurship. This was achieved through their involvement in all aspects of implementation of the project. The national staff also received training and technical support from international and national experts and reported the validity of this approach. As outcomes of the project, capacities of VTCs were strengthened and 645 young people graduated with marketable skills.

Regarding longer term sustainability, however, the vocational training environment remains unclear. Training interventions appear limited in their scope, the GOSS financial resources for TVET are limited, and South Sudan faces an uncertain political and economic future. These are all potentially mitigating factors in the success of medium to long-term strengthening of the VTCs and their curricula and the sustainability of support systems for the development of micro-industries.

Institutional sustainability remains a potential issue. Despite an increase in technical capacity provided by the project, to become financially sustainable VTCs might need to operate more as private sector institutes, especially in the light of a lack of available funds from the GOSS. VTCs could move toward the production of saleable high quality finished products as part of their training mandate.

UNDP indicated that absorption capacity for skills training and a market for goods were essential for sustainability and that currently absorption capacity was low. Despite a clear need for development initiatives in the Southern part of South Sudan, UNDP indicated that without a mapping of vocational training capacities and broader industrial capacity assessments, sustainability at the institutional level would be hard to establish, especially with a one-year project. It was also very important to undertake a risk and conflict analyses due to the insecure nature of much of South Sudan.

Sustainability of training outputs for trainees was strengthened through the personal baselines studies, the detailed labour market analysis and the participation of the VTCs in the selection process. The most dynamic trainees were also provided equipment with which they could put their training into permanent practice. As a result beneficiaries were now earning increased income from basic skills, independently of further support from both UNIDO and the VTCs. However, beneficiaries still face many obstacles. Some of this rest with traditional cultural obstacles regarding for example the negative view of women serving in hospitality and in some reported cases the attitudes of employers who still prefer labour from other countries.

4.7. Impact

With respect to impact, the evaluation focuses on the technology transfer through equipment provision and its associated training to direct beneficiaries, and the impact this has had on individual livelihoods. The evaluation also considers the impact of the training as a contribution to the GOSS in its efforts towards peace and economic recovery. Impact is also placed within the context of the UN policy of peace building and income security interventions.

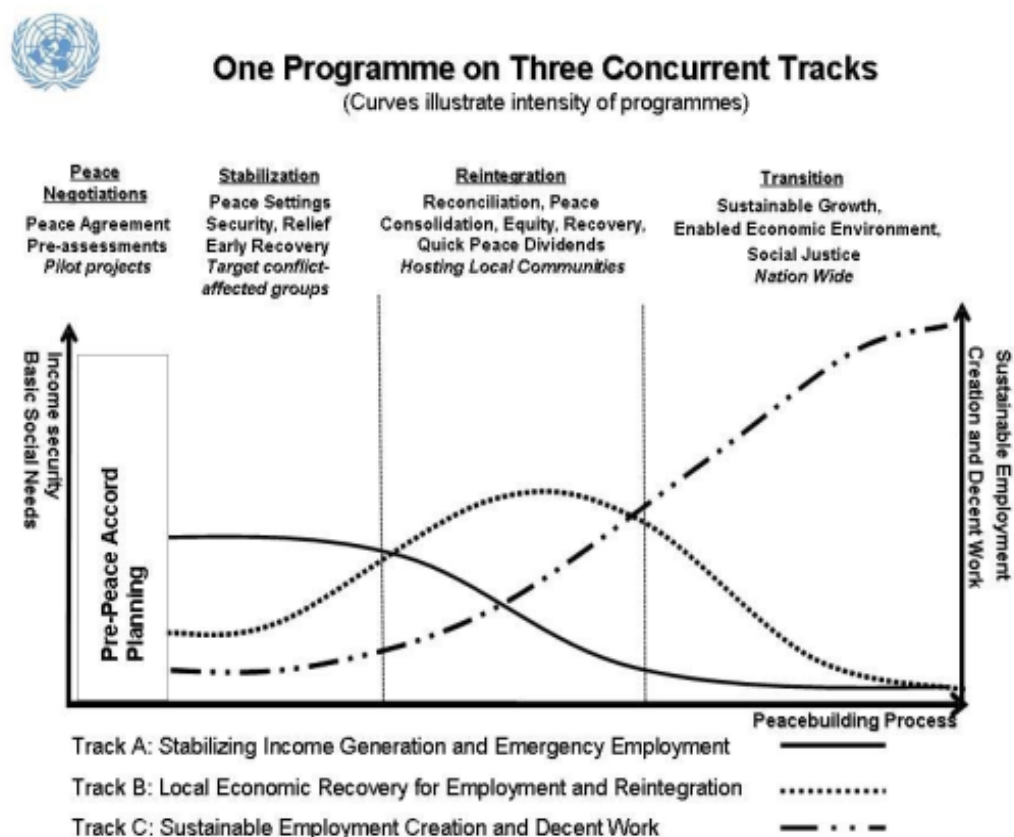
Based on criteria of the United Nations Policy for Post-Conflict Employment Creation, Income Generation and Reintegration (see Figure 15 below), the project was mainly orientated towards (Track A) relief and early recovery type interventions with its focus on vulnerable, income insecure populations and unemployed youth and ex combatants. The project was implemented in a way that immediate stabilising income generation and employment was a key outcome for direct beneficiaries. Vocational skills and entrepreneurship development were an important focus as skills development aimed at addressing critical human resource gaps for reconstruction.

Progress towards local economic recovery (Track B) was a partial orientation of the project and seems to have been implemented mainly to enhance the potential for immediate employment opportunities. The projects intended outcome was to contribute to expanding the human capital base by strengthening vocational training in the country through capacity development of local institutions (in this case local VTCs).

The scope of the project also provided support to entrepreneurship training and included the trainers following up their own ToT by implementing one short course for the project's trainees. This was a Track C intervention envisaging early attempts at a TVET reform agenda. Generally however, the development of

national policies and institutional capacity building at the national level to promote sustainable long term development were not a focus of the project.

Figure 15: Intervention for peace building and income security



With regards to stabilisation, the project has had a positive and quick direct impact especially with regards to immediate income generation. The provision of basic and in some cases advanced training has enabled the majority of beneficiaries to either gain paid employment or become self-employed. Just over half of all the persons trained (male and female) reported that they were generating additional income since the training. FGDs, interviews with project partners and quantitative data indicated the project has provided income generation activities in the short term and has resulted in numbers of beneficiaries now becoming service providers in their own right. Through FGD it appeared that women were particularly empowered to set up small businesses as a result of the training.

Additionally, and despite the fact the project has provided marketable skills for individual trainees (as reported by the trainees themselves), the impact of the project is limited. Although the project met eight per cent of the SSDP target for 2013, a relatively small number of beneficiaries have been trained when looking at the overwhelming need for all forms of training and the very high rates of basic

illiteracy in South Sudan. In addition, there was limited scope on VCD except for the tailoring component. UNIDO, UNDP and UNESCO all stressed the importance for certain soft life skills training in order for employees who have acquired work to maintain employment in the long run.

Additionally, trainees of the project almost universally pointed out their desire for further training, the need for capital to set up businesses and the desire for toolkits. This is viewed by the evaluation as a positive outcome of the training as beneficiaries expectations have been raised and they have better realised potential ways to generate income. To some extent, however, this also points to the need for projects to clearly manage expectations and very clearly articulate the limited timeframe and scope of a one-year project.

At the level of the project's development objective "to contribute to the peace process and economic recovery of South Sudan" the impact of stabilisation and integration is difficult to qualify. However, all Government, UN and training institutes confirmed the positive local impact that skills training would have on stabilisation, integration and peace building as beneficiaries increasingly focussed on income generation. As a result of the project's study tours, participants from the GOSS and VTCs also recommended a more significant focus on entrepreneurship as an essential part of VET. However, whether VTCs will develop more of a business culture is uncertain, especially without a second phase to the project.

4.8. Crosscutting issues

Environmental impact

There was no indication of any environmental impact, nor was there any anticipation that this would change in the longer term. The project was focussing on training for small scale self-employment and business development. The materials being used and the training centres selected were small-scale.

Social impact

The direct impact of this output is difficult to define predominately due the Logical Framework lacking clear impact indicators, the very short time since the cessation of training, and the unstable social and political environment in South Sudan.

However, interviews with the UN, project partners, the GOSS and FGDs with beneficiaries, confirmed a clear belief that stabilising income and providing skills

to otherwise unemployed and/or income-poor and vulnerable sections of the community was an integral part of both reintegration and progress.

The indirect social impact was reported to be an improvement in self-esteem and empowerment especially for the female beneficiaries of ROOTs. This was indicated by meetings with both the trainers and the beneficiaries themselves.

Significantly and although only small-scale, the project has contributed to wider peace building in South Sudan through the provision of technical skills for which there is a proven demand. The GOSS indicated that such training would almost certainly reduce crime in Juba.

Gender

Selection criteria for the project did focus on gender. The courses were also offered in the evening to further encourage women's' participation. However, in practice fewer women applied for the courses that were offered than men.

Courses such as tie dye and beauticians were not offered as the focus of the project was on developing and supporting courses largely already identified by the VTCs as required by the GOSS. There was a shift in the St Vincent VTC by UNIDO to replace some carpentry courses with hospitality. This was requested by the MoLPSHRD and encouraged significantly more women to apply for training.

There was a reported total of 672 beneficiaries accepted for training, and of these, 75 were also given entrepreneurship training. Of these 221 and 26 respectively, were female or just over 33 per cent of the total. Although women did not receive training in the same numbers as men, it was indicated that the training had a positive impact on their immediate income. In some cases it appeared that income increases resulting from work in hospitality and tailoring, which were significantly represented by women in the training, were slightly higher than that of male trades.

During FGDs, the positive impact of the training was highlighted, particularly the support provided to women to generate additional household income. Women reported during FGDs that the most important aspect of the training had been their ability to have some economic independence. Although women were slightly underrepresented in the project, the direct impact on their lives was reported to be significant, and women's empowerment was reported as undergoing a significant shift by some of the VTCs. Women were now empowered to be independent, and in the case of tailoring, had also become more creative in design.

5.

Conclusions, recommendations and lessons learned

5.1. Conclusions

The South Sudan project was designed to assist the GOSS in its efforts towards consolidating the peace process and economic recovery of South Sudan. To support the project's outcome of expanding the human capital base, immediate objectives were to strengthen the capacities of selected VTCs in the country, expand their training programmes, and secondly to provide a minimum of 750 young people with marketable skills to sustain livelihoods.

Weaknesses in the Logical Framework with respect to measurable indicators make it difficult to quantify the project's overall impact. However the project has had a reported positive impact regarding immediate income generation; VTCs' training courses particularly in entrepreneurship have been strengthened; and large numbers of beneficiaries reported they are moving into direct or self-employment. Without exception beneficiaries reported that the methodology and focus on sustainable income generation would be effective in peace building.

For the duration of the project, the capacities of VTCs were effectively enhanced through the provision of international training of trainers in areas such as business skills and entrepreneurship, small scale technology transfer, and through the increased number of trainees they were able to train. Trainers reported the positive effect of the GET Ahead training. The efficiency of the training was also enhanced as outputs of the training were used to rehabilitate the VTCs themselves and when products were made (as with tailoring), money earned was transferred back to the direct beneficiaries.

As consolidating the peace process and economic recovery of South Sudan were the prime development objective of the project, value chains were not fully developed. However, the focus of basic skills training for the largest possible number of beneficiaries in a broad range of trades and services was enhanced through the use of baseline surveys (particularly for labour market needs), the participation of national partners and the follow-up mentoring and support provided through business and entrepreneurship, and a focus on employability. The comparative advantage of UNIDO was evident through its focus on specific, identified and needed technical training in trades and services. UNIDO was well

positioned to support national training institutes implement and follow up the output of training for the beneficiaries.

The training of beneficiaries has been effective. The project improved basic foundation level skills in a broad range of trades and services. Some of these beneficiaries have now in turn become service providers. Beneficiaries met by the evaluation team clearly indicated their incomes had increased. The project has also provided direct support with the provision of business and entrepreneurship skills and in a small number of cases provided support for small scale start-up capital.

The fact that many trainees were now requesting additional training only confirms the effectiveness of the project as beneficiaries felt economically empowered and realised the potential value of their products and services. Obstacles reported by the beneficiaries were reported as employers' continued desire to employ labourers from neighbouring countries.

Although the generation of short-to-medium term income is an important precursor to wider integration and stabilisation, it is not possible to evaluate the long-term contribution of the project to a lasting peace at this time. The governance, legislative and security situation remain uncertain.

It is anticipated the development of the new joint ILO and UNIDO project *Skills and Employment for Peace* will contribute to sustaining the results achieved in the South Sudan project. It will allow some continuity of relationships between the MoLPSHRD, the GOSS in general and South Sudanese training institutions. As with the South Sudan project, the new project will provide market-relevant vocational and business training for young men and women in Southern Jonglei, specifically the counties of Akobo, Pibor, Twic East, Pochala, and Bor.

5.2. Recommendations

Regarding the TOR's requirements, recommendations and lessons learned focus on UNIDO's cooperation with the GOSS, particularly in the context of any future projects. Recommendations and lessons learned also consider the approach for a wider thematic evaluation of UNIDO's Japanese trust fund and post-crisis projects and take full account of previous thematic UNIDO evaluations.

Main recommendations

The following recommendations relate to UNIDO:

Project identification and formulation

1. Ensure clarity of objectives, outcomes and outputs in the preparation of Logical Frameworks and Project Documents.
2. While UNIDO operated through local public sector institutions, the potential role of the emerging private sector should be further emphasised as a contributor to income generation and peace building. This is vital in areas where public sector financing is limited.
3. UNIDO should apply existing methodologies on conflict risk assessments and do no harm principles to new project proposals.
4. UNIDO should incorporate best practice guidelines in post-conflict project preparation. Post crisis modules, for example, have been developed by the ILO and incorporated in some UNIDO projects (e.g. in Indonesia).

Coordination and management

5. As recommended in the independent evaluation of the UNIDO Integrated Programme in Sudan, a sub office in Juba under the supervision of the main UNIDO office in Nairobi should benefit from continued support. This would allow projects to pool resources and experience.

Recommendations on effectiveness and sustainability relate to UNIDO and the GOJ:

Effectiveness

6. The GOSS has committed to revise the policy on technical and vocational education and training (TVET) to include public/private partnerships, Given the current ad-hoc nature of vocational training initiatives in South Sudan and its relatively early stage of recovery, future projects would be more effective if they were instituted as part of a national vocational training programme with a longer time frame.
7. When projects collect baseline data, sufficient time and resources should be allocated to allow for a follow-up survey to assess the effectiveness of interventions as part of an ex post evaluation.

Sustainability

8. UNIDO and the GOJ should continue the activities commenced in the South Sudan project. This should be through a continuation of the development of

VTCs and a strengthening of their technical training curricula in South Sudan.

Efficiency

The following recommendations relate particularly to national project partners including the VTCs and the GOSS:

9. VTCs need to regularly contact the GOSS in order to prioritise the distribution of certificates to graduates.
10. VTCs need to establish business plans that specifically define their short-, medium- and long-term objectives.

5.3. Lessons learned

Part of the purpose of the South Sudan project evaluation is to feed into and help shape the approach for a wider thematic evaluation of multiple projects funded by the GOJ. The intention is to help UNIDO shape its overall strategy in post-crisis settings, to further identify UNIDO's specific role and added value in supporting crisis-affected countries. Based specifically on the findings of the South Sudan project evaluation it is recommended the thematic assessment pay due consideration to the following factors. These factors relate particularly to initial project preparation and effectiveness of implementation.

- To increase the effectiveness of technical training, there is a need for complementary mentoring and social life skills training in post-conflict contexts. The Forcier study indicated many employers reported problems regarding punctuality, reliability and attitude of newly recruited staff.
- Leverage and use of pre-existing institutional relationships, available information and previous implementation experience in project preparation increases effectiveness and efficiency of implementation of quick impact projects (QIPs) in post-conflict settings.
- The preparation and use of findings from baseline studies enhance the relevance, efficiency and effectiveness of project interventions as well as contributing to the likelihood of sustainability.
- An in-country Project Management Unit (PMU) under the consistent direction of a single CTA that cooperates very closely with responsible training providers is critical to the successful implementation of a QIP under post-crisis conditions.

Annex A: Project evaluation terms of reference

”Integration and progress through protection and empowerment of displaced groups in South Sudan”

TF/SUD/12/001 (SAP: 110037)

Budget: USD 1,500,000 (incl. 13% programme support costs)

Period covered: April 2012 – September 2013

1. Introduction

As a USD1.5 million project close to its completion in September 2013, an evaluation is due in line with the UNIDO TC Guidelines, which mandates independent evaluations for all projects over a €1 million threshold.

In addition, this project evaluation was included in a wider thematic evaluation of UNIDO’s post-crisis interventions due to its relevance to the theme. The thematic evaluation was mandated by the decision of the Programme Approval and Monitoring Committee (AMC) meeting on 10 December 2010 to cover a set of Japanese funded post-crisis interventions in 7 countries²¹.

What follows is the specific TOR for the project in South Sudan with a budget of USD 1.5 million. It should be noted, however, that this TOR constitutes an annex to the wider post-crisis thematic evaluation TOR.

The evaluation mission is to be conducted during the final stage of project implementation, in September 2013.

Background and context

Regional context

The newly established state of the Republic of South Sudan in east central Africa is an oil-rich country with an estimated population of around 10 million has

²¹ The original list of countries was: DR Congo; Eritrea; Kenya; Liberia; Sierra Leone; Somalia; & Sudan. Later, Afghanistan was also added.

recently emerged from a long standing armed conflict and two civil wars. Until the Sudanese independence war in 1956, Southern Sudan and Sudan were part of Egypt and ruled by an Anglo-Egyptian condominium. Since independence the mineral rich region has witnessed two civil wars between the Arabic speaking Sudan and the mostly English speaking Southern Sudan. In 1972, in the aftermath of the first Sudanese civil war, the Autonomous Region of Southern Sudan was formed. However, disputes between Sudan and the South Sudan erupted once again in 1983 and the violent conflict halted this time for more than a decade.

After two decades of armed conflict between South Sudan and Sudan, the Government of Sudan and the Sudan People's Liberation Movement (SPLM) signed the comprehensive Peace Agreement (CPA) in Nairobi in early 2005.

On 31 January 2005, the UN Secretary-General recommended to the Security Council the deployment of a multi-dimensional peace support operation, consisting of up to 10,000 military personnel and an appropriate civilian component, including more than 700 police officers. The UN Mission in the Sudan, headed by a Special Representative of the Secretary-General, included components focusing on four broad areas of engagement: good offices and political support for the peace process; security; governance; and humanitarian and development assistance.

In the wake of the agreement, the autonomous Government of South Sudan was restored. The CPA also called for a referendum to take place to determine the status of South Sudan. Following the 9th July 2011 referendum, more than 98 per cent of Southern Sudanese participants voted in favor of independence.²²

Although, the armed conflict between South Sudan and Sudan officially ended with the Comprehensive Peace Agreement in 2005 and the independence of South Sudan in 2011, there are still unresolved conflict issues between the two countries. A major source of conflict is the economic interdependence between Sudan and South Sudan. South Sudan's main oil-export route is the pipeline that carries oil from the oil-rich region in border area between the two countries to Port Sudan in Sudan. In the absence of alternative routes, South Sudan is dependent on Sudan for its oil export. On the other hand, with the separation of South Sudan, Sudan has lost 75 per cent of Sudan's oil reserves. The loss has forced the government of Sudan to announce a three-year emergency austerity programme.²³

²² <http://southernsudan2011.com/>

²³ http://portal.eiu.com/FileHandler.ashx?issue_id=1670274951&mode=pdf

According to the draft budget for fiscal year 2012/2013, oil revenues account for 98 per cent of the South Sudan's government income (excluding aid) and 71 per cent of GDP.

Although, South Sudan and Sudan have in theory reached agreement on oil transit fees, implementation is proving difficult, and a resolution of disputes over debt and the border is unlikely until the latter part of 2013.²⁴ As a result, the government of South Sudan is planning to cut expenditures in areas such as civil service funding, raising taxes on alcohol and tobacco, tightens controls on the public sectors payments, offers oil and mining concessions and seeks loans to cover its spending needs.

The government of the Africa's newest state faces many challenges in the newly established country. Country's institutions are still in the making and there are many gaps in different areas. According to the National Bureau of Statistics, two third of the 10 million South Sudanese are below the age of 30 with a very low literacy rate. In fact only 27 per cent of the 15 years and above population is literate. The literacy rate for males is around 40 per cent, while only 16 per cent of female population can read and write. With an actual national HDI score of 0.379, South Sudan ranks 154 amongst 169 countries.²⁵ More than 80 per cent of the population live in rural areas and crop farming and animal husbandry are the primary source of livelihoods for nearly 80 per cent of households.²⁶

The on-going dispute with Sudan has resulted in high inflation rates in both Sudan and South Sudan. According to the first consumer price figures released by the government of South Sudan in October 2011, Price growth reached a reported 80 per cent year on year in May 2012. Although, prices moderated subsequently, falling to 25.2 per cent in December, according to official data. However, the rate accelerated again in January 2013, to 35 per cent, reflecting a renewed rise in food prices. In South Sudan the food prices

The newly established state of South Sudan was recognised by most of the world's major states, and recognition has brought about an increase in international aid, particularly from the US and the EU. However, concerns about corruption and waste in South Sudan have slow down direct

²⁴ http://portal.eiu.com/FileHandler.ashx?issue_id=1670274951&mode=pdf

²⁵ http://www.ss.undp.org/south_sudan/en/home.html

²⁶ http://ssnbs.org/storage/key-indicators-for-southern-sudan/Key%20Indicators_A5_final.pdf

assistance. Regionally, South Sudan has relations with its southern neighbors Uganda and Kenya that have invested in the southern capital, Juba. South Sudan's UNDAF 2012-2013 main outcomes are as following:²⁷

- 1: Core governance and civil service functions are established and operational.
- 2: Chronic food insecurity is reduced and household incomes increase.
- 3: Key service delivery systems are in place, laying the groundwork for increased demand.
- 4: Violence is reduced and community security improves.

2. The Project

The development objective of the project was "Contribute to expanding the human capital base by strengthening vocational training in the country."

The project focused on the vulnerable part of the population and aimed at helping individuals to achieve sustainable livelihood; either through self-employment or by working for the agriculture, construction, manufacturing or service sectors.

Summary of project outcomes and outputs:

<p>Outcome: Contribute to expanding the human capital base by strengthening vocational training in the country.</p>
<p>Immediate objectives (stated in prodoc, but not included in the LogFrame) Strengthen the capacities of selected Vocational Training Centers in the country and expand their training programs Provide a minimum of 750 young people (including IDPs, ex-combatants and women) with marketable skills to enable them to obtain jobs and/or start-up an economic activity to sustain livelihoods for themselves and their families.</p>
<p>Outputs: 1. Baseline survey carried out and target beneficiaries mobilised. 2. A minimum of 750 youth (including IDPs, ex-combatants and women) are provided with marketable skills. 3. Appropriate support systems for the development of micro-industries harnessing the specific needs required by the target groups established and implemented.</p>

²⁷http://www.google.at/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0CDAQFjAA&url=http%3A%2F%2Fwww.undp.org%2Fcontent%2Fdam%2Fundp%2Flibrary%2Fcorporate%2FExecutive%2520Board%2F2012%2Ffirst-regular-session%2Fenglish%2FSSD_UNDAF%2520RoSS%2520Distribution%2520Draft%2520-%25203-10-11.doc&ei=ZERnUbbMJ8iFhQeUpoCQCw&usq=AFQjCNGGNlgwfv5SQi6eqmyR4543eyqqw&sig2=-gUrszFHL9nNEIHjob343w&bvm=bv.45107431,d.ZG4&cad=rja

The project aimed at contributing to following areas:

- Develop/improve the curricula of existing training centres;
- Train key trainers with the skills to deliver the developed training curricula;
- Repair and refurbish the training building as necessary;
- Provide the additional training equipment and furniture needed to implement the courses.

The immediate beneficiaries are described as:

- Young people (including ex-combatants and IDPs), throughout the region of Juba, who will benefit from the training to be provided by the project.
- Both existing and new trainers from existing public institutions who will up-grade their know-how through the project training activities.
- The project document also describes ‘intermediate and long-term beneficiaries in the communities of Juba region who will have access to a vocational training centre and ultimately they will have better service providers’.
- Longer-term beneficiaries of the project are described as employers and small businesses that would benefit from access to a wider set of skilled workers.
- Project targets include “a minimum of 750 youth (including IDPs, ex-combatants)”.
- Details of the project results and indicators are given in the Log Frame attached under Annex 2 below.

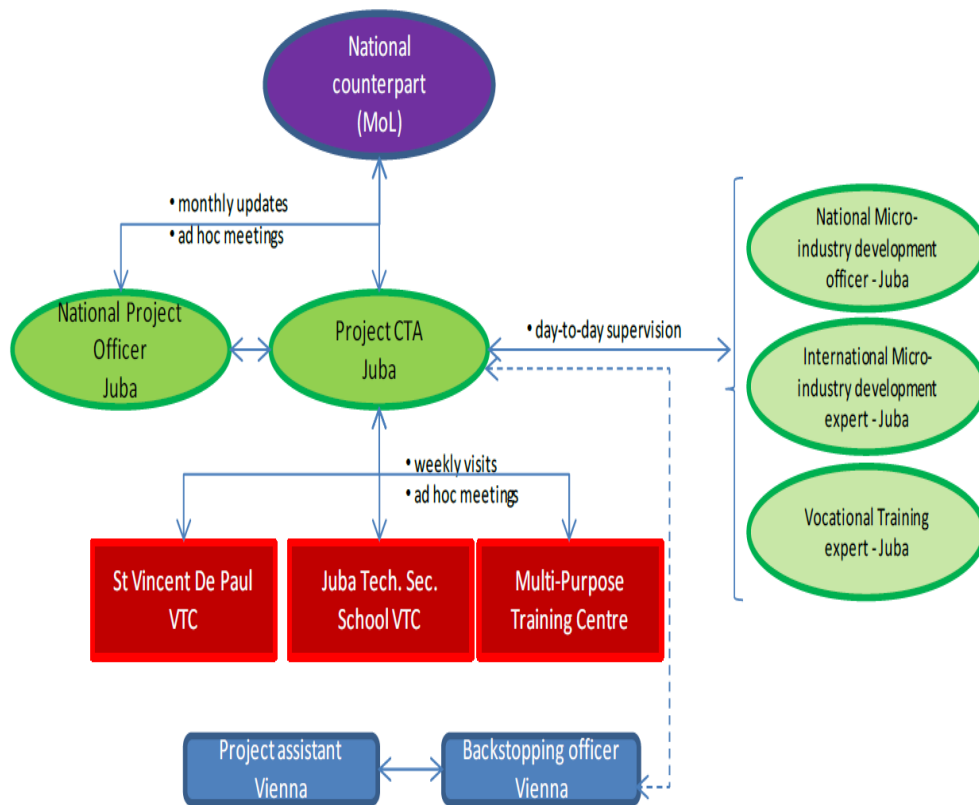
Budget information:

Total Allotment: USD 1,500,000

Total Expenditure: as of end March 2013

Donor: The Government of Japan

Overview of the project management structure



3. Evaluation rationale and purpose

The main purpose of this project evaluation is two-fold:

- Learning lessons in South Sudan with a forward looking approach that can feed into future UNIDO cooperation with the Government of South Sudan.
- To identify best practices and lessons in UNIDO's post-crisis interventions, and to identify the comparative advantages of UNIDO in a post-crisis context. This includes:
 - Identifying challenges, results and lessons in post-crisis programming
 - UNIDO's institutional and strategic approach to post-crisis situations; and
 - Feeding into the wider thematic evaluation that seeks lessons and recommendations on UNIDO's post-crisis interventions.

The evaluation exercise will therefore help further identify UNIDO's specific role and added value in supporting crisis-affected countries make the

transition from humanitarian assistance to early recovery, reconstruction, and sustainable development.

The report will therefore be of interest to concerned UNIDO staff at HQ and the field, UNIDO's counterparts in the Governments of South Sudan and Japan.

4. Scope and focus

The evaluation will attempt to determine as systematically and objectively as possible the relevance, efficiency, achievements (outputs, prospects for achieving expected outcomes and impact) and sustainability of the project. To this end, the evaluation will assess the achievements of the project against its key objectives, as set out in the project document and the inception report, including re-examination of the relevance of the objectives and of the design. It will also identify factors that have facilitated or impeded the achievement of the objectives.

The stakeholders will be consulted in Vienna and in the field as part of the evaluation exercise, and their comments and feedback will be sought as part of the report finalisation process.

The evaluation will span the entire project process from the beginning to the present, but will be limited in focus to major project activities and results. The evaluation will cover all specific geographic areas covered by the project, and assess the entire results chain, but will focus more specifically on outputs and planned outcomes, and also the likelihood of achieving planned impacts. Inter alia, this includes analysis of pertinent issues such as management arrangements, procurement and financial procedures, timeliness of interventions, selection of beneficiaries, and prospects for sustainability. The evaluation will take full account of a previous (2010) thematic evaluation on UNIDO's post-crisis interventions conducted in 2009, analyse the implementation of its recommendations, and suggest any adjustments based on factual findings and emerging lessons identified.

5. Evaluation issues and key evaluation questions

The evaluation consultants will be expected to prepare a more targeted and specific set of questions and to design related survey questionnaires as part of the Inception Report, and in line with the above evaluation purpose and focus descriptions.

However, the following issues and questions are expected to be included in the assessment:

Project identification and formulation

- The extent to which a participatory project identification process was applied in selecting problem areas and counterparts requiring technical cooperation support;

- Clarity and realism of the project's broader and immediate objectives, including specification of targets and identification of beneficiaries and prospects for sustainability within the context of a one-year 'crisis' framework.
- The feasibility of meeting the project's stated targets and objectives given its one-year duration;
- The extent to which lessons from earlier UNIDO projects in South Sudan were taken on board in the formulation process including lessons and recommendations given on existing evaluation reports at the time;
- Relevance of the project to South Sudan's crisis-to-development transition priorities and needs including in the choice of beneficiary institutions and communities;
- Relevance of the project to the needs of target beneficiaries;
- Clarity and logical consistency between, inputs, activities, outputs and progress towards achievement of objectives (quality, quantity and time-frame);
- Realism and clarity in the specification of prior obligations and prerequisites (assumptions and risks);
- Realism and clarity of external institutional relationships, and in the managerial and institutional as well as security framework for implementation and the work plan;
- Likely cost-effectiveness of the project design;
- The appropriateness and relevance of UNIDO's foreseen role within a post-crisis, respective comparative advantages and approach to crisis-context programming;
- The extent to which lessons from UNIDO's earlier and relevant Country (Sudan), Projects' (CLARIS) and Thematic (Post-Crisis) evaluations were taken on board in the formulation process including lessons and recommendations given in past evaluation reports;
- The extent to which factors of vulnerability and resilience were taken into account in the formulation process;
- Clarity and realism of the project's broader and immediate objectives, including specification of baselines and targets, identification of beneficiaries, and prospects for sustainability in a crisis context;
- What is the quality of the intervention logic and baseline information?
- Realism and clarity in the specification of crisis-related assumptions, risks and mitigation factors;
- Appropriateness of the value chain segments (if any) selected, and their relevance to enhancing resilience (at micro, meso or macro levels);
- The appropriateness of the project's criteria for the selection of beneficiaries and trainees for achieving stated post-crisis aims;
- Did the project formulation process benefit from any specific guidelines or templates for post-crisis settings? If so, how relevant were these for the planned results?
- Did the post-crisis project design include 'do no harm' and 'conflict assessment' considerations?
- Did the project design focus on direct assistance to beneficiaries or intervening at the meso level through enhancing and building on existing capacities or establishing new ones?

- To what extent is cooperation with the private sector included in the project design, including in skills training (ToT) and strengthening business development services (BDS) as well as mentoring and marketing?
- To what extent if any were standardised formats used for post-crisis projects in different contexts?

Project ownership & relevance

- Who initiated the project and for what reason?
- Relevance of the project to the country's crisis-to-development transition priorities, strategies, programmes and needs;
- The manner in which beneficiaries were selected, and the extent of participation by the national counterparts and/or target beneficiaries;
- Whether the counterparts have been appropriately involved and were participating in the identification of their critical problem areas and in the development of technical cooperation strategies and are actively supporting the implementation of the project approach within a joint project framework
- Have counterpart contributions and other inputs have been received from the Government in line with the project document work plan?
- Is the local ownership of the project ensured? Of the Government, counterparts and at the level of beneficiaries?

Project coordination and management

- The extent to which the national management and overall field coordination mechanisms of the project have been efficient and effective;
- An assessment of crisis context-specific measures devised and put in place by UNIDO and the project managers, and related recommendations and lessons;
- The HQ-based management, coordination, quality control and input delivery mechanisms have been efficient and effective;
- Monitoring and self-evaluation has been carried out effectively, based on indicators for outputs, outcomes and objectives and using that information for project steering and adaptive management;
- Changes in planning documents during implementation have been approved and documented;
- Coordination envisaged with any other development cooperation programmes in the country has been realised and benefits achieved;
- Synergy benefits can be found in relation to other UNIDO and UN activities in the country;
- The effect of and lessons from the institutional set-up on project implementation;
- Was an assessment of crisis context-specific measures devised and put in place by UNIDO and the project managers. The extent to which changes in planning documents during implementation have been approved and documented;
- Was coordination envisaged with any other internal or external development cooperation programme in the country and was this realised and benefits achieved;

- The effect of and lessons from the institutional set-up on the project's performance in a crisis context.

Efficiency of implementation

Efficiency and adequacy of project implementation including: availability of funds as compared with budgetary inputs by both the donor and national component; the quality and timeliness of input delivery by both UNIDO (expertise, training, equipment, methodologies, etc.) and the Government as compared to the work plan(s); managerial and work efficiency; implementation difficulties; adequacy of monitoring and reporting; the extent of national support and commitment and the quality and quantity of administrative and technical support by UNIDO.

Assessment of whether the project approach represented the best use of given resources for achieving the planned objectives.

- Assessment of whether the project approach represented the best use of given resources for achieving the planned objectives in a post-crisis context;
- Assessment of the efficiency of UNIDO's project implementation and management arrangements in post-crisis settings, with special focus on HR, finance and procurement;
- Cost effectiveness;
- Procurement;
- In cases where standardised project templates were evident – if any – how efficient was the use of such templates?
- Assessment of the transaction costs caused by MOSS compliance and other security-related costs exacted on project resources.

Effectiveness and Project Results

The evaluation will include a full and systematic assessment of outcomes and outputs produced to date (quantity and quality as compared with work plan and progress towards achieving the immediate objectives), and will be limited to results defined under the direct responsibility of UNIDO.

This includes the relevance of the outputs produced and how the target beneficiaries use the outputs, with particular attention to gender aspects as well as capacity development plans and outcomes; as part of the outcomes, which have occurred or which are likely to happen through utilisation of outputs.

The evaluation will also assess the contribution of the project to enhancing local community resilience, recovery and peace building efforts in targeted regions. Particular attention must be paid to the effectiveness of realising 'community resilience' against crises as stated in the project document, and any lessons that arise.

Attention must also be paid to assessing the effectiveness of selecting the vulnerable members of targeted communities for skills training, as against selecting the more 'dynamic' (entrepreneurial) members.

The extent to which local (community, enterprise or institutional) resilience and recovery in targeted regions (assessed against the project's stated results) were enhanced. Were outcomes achieved and outputs produced?

Prospects for achieving the expected impact and sustainability

Prospects for achieving the desired outcomes and impact and prospects for sustaining the project's results by the beneficiaries and the host institutions after the termination of the project, and identification of developmental changes (economic, environmental, social and institutional) that are likely to occur as a result of the intervention, and how far they are sustainable. This, inter alia, should include an assessment of local commitment at various levels to resource allocation for scaling up similar interventions, and an analysis of the impact of the project – and how these relate to and build on earlier UNIDO projects - in South Sudan.

The likely impact that the project will have on the beneficiaries (displaced people and ex-combatants) and the development of targeted value chains.

- Is the project likely to have the intended impact ?
- Was 'peace-building' supported or likely to be helped by projects that included this aim, and how?
- Is the project likely to contribute toward greater resilience to crises at the enterprise, community or wider institutional levels?
- Particular attention will be paid to the financial viability of established institutions or services and the existence or development of medium term business plans for beneficiaries (e.g. VTCs or enterprises).
- Economic growth, employment, poverty reduction, food security?

Recommendations for the next phase

Recommendations should include consideration of project sustainability, particularly with regard to the promotion of agri-business, marketing of products and the development of targeted value chains within a crisis context.

It is expected that the report's recommendations would also cover pertinent issues such as management arrangements, procurement and financial procedures, timeliness of interventions, selection of beneficiaries, and prospects for sustainability in a crisis context.

Based on the above analysis the evaluation team will draw specific conclusions and make proposals for any necessary further action by the Government and/or UNIDO to safeguard a transition to sustainable development.

The mission will draw attention to any lessons of general interest in post-crisis settings, and in relation to the design and orientation of the aforementioned, planned thematic evaluation.

6. Methodology

The evaluation will be carried out in keeping with agreed evaluation standards and requirements. More specifically it will fully respect the principles laid down in the “UN Norms and Standards for Evaluation” and Evaluation Policies of UNIDO.²⁸

The evaluation will be carried out through analyses of various sources of information, including desk analysis, survey data, and interviews with counterparts, beneficiaries, partner agencies, donor representatives, programme managers and through the cross-validation of data.

The methodology will include reviews of all relevant previous evaluations, including a Sudan Country Evaluation report published in 2011, as well as well as 2 evaluation reports on the CLARIS Projects.

While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all parties. The evaluation team will consist of an international evaluator working under the guidance of the UNIDO evaluation manager in EVA/ODG.

A junior evaluation consultant will support the team from Vienna assists the Evaluation Manager with developing the TOR and managing the implementation of the thematic evaluation of UNIDO’s post-crisis interventions (with a special focus on South Sudan), as part of EVA’s work programme for 2012-2013.

The international consultant will be expected to visit the project sites and to conduct interviews with various stakeholders in the field before the end of September 2013, and to conduct representative sample surveys of beneficiaries in Juba.

Draft timetable (proposed start date: 2 September)

Activity	Work days (International evaluator)	Deliverable
Desk study of project documents & relevant reports on the context (1-2 September)	2	Inception report - Methodology, questionnaires and mission plan completed (6 September)
Design a suitable initial evaluation methodology including a detailed field assessment plan – draft inception report (3 September)	1	

²⁸ All documents available from the websites of the UN Evaluation Group: <http://www.uneval.org/>

Activity	Work days (International evaluator)	Deliverable
Visit Vienna for preparatory meetings; finalise mission plan and appointments and ensure logistical support in place (4-6 September)	3	
Conduct field assessment (7-18 September)	12	Presentation on preliminary findings in Vienna (20 September)
Present preliminary findings in Vienna (19-20 September)	2	
Detailed analysis of assessment results and follow-up surveys	2	
Preparation of first draft evaluation report & submission for UNIDO feedback (21-30 September)	10	First draft Report (due by 11 October)
Prepare second draft & submit to Evaluation Group to circulate report among stakeholders for factual verification & feedback	3	Second draft Report (due by 20 October)
Finalisation of report upon receipt of stakeholders' feedback and final presentation in Vienna	1	Final draft Report (due by 8 November)
Total	36	

7. Consultations

The mission will maintain close liaison with other UN agencies, UNIDO and the concerned national agencies, as well as with national and international project staff. Although the mission should feel free to discuss with the authorities concerned anything relevant to its assignment, it is not authorised to make any commitments on behalf of the Government, the donor, or UNIDO.

8. Deliverables

All following deliverables are expected in electronic format:

1. Final evaluation report
2. Initial and final survey reports
3. Draft evaluation report
4. HQ and field presentations
5. Draft survey questionnaire(s)
6. Copies of all completed survey questionnaires
7. Inception report

The evaluation report must follow the structure given in Annex 1. Draft reports submitted to UNIDO Evaluation Group are shared with the corresponding Programme or Project Officer(s) for initial review and consultation. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks agreement on the findings and recommendations. The evaluators will take the comments into consideration in preparing the final version of the report.

One copy of all survey interview reports and a copy of all completed survey questionnaires must also be shared with UNIDO. The evaluation will be subject to quality assessments by UNIDO Evaluation Group. These apply evaluation quality assessment criteria and are used as a tool for providing structured feedback. The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality.

Template of in-depth evaluation reports

Table of Contents
Acknowledgements
Acronyms and Abbreviations
Glossary of Evaluation Terms
Map
Executive Summary

1. Introduction and background
 - 1.1 Introduction
 - 1.2 Background (include a project factsheet, project formulation process, project structure, objectives, donors - and their specific requirements/objectives, e.g. the relevant fund's priorities and guidelines - counterparts, timing, cost etc – everything that is not an 'assessment' and provides background to make the reader understand what the project was/is about. the background to design and management should come under the assessment chapter.)
2. Evaluation purpose, scope and methodology
 - 2.1 Purpose
 - 2.2 Scope
 - 2.3 Methodology
 - 2.4 Limitations of the evaluation
3. Region/country/programme context
 - 3.1 Overall situation and trends(national and regional context, especially as relevant to project area)

- 3.2 Government strategies and Policies (including local and regional, as relevant)
- 3.3 UN frameworks (the UNDAF and where the project fits here)
- 3.4 Initiatives of international cooperation partners (describe relevant info on what donors and agencies are doing)
- 4. Assessment
 - 4.1 Design (include logframe assessment)
 - 4.2 Management (include details of arrangements and make an assessment)
 - 4.3 Relevance and ownership
 - 4.4 Efficiency
 - 4.5 Effectiveness (include the table of results against the project log frame)
 - 4.6 Sustainability
 - 4.7 Impact
 - 4.8 Crosscutting issues (gender, environmental sustainability, South/South cooperation, contribution to international development goals)
- 5. Conclusions, recommendations and lessons learned
 - 5.1 Conclusions
 - 5.2 Recommendations
 - 5.3 Lessons learned

Annex A. Terms of Reference

Annex B. Organisations visited and persons met

Annex C. Bibliography

Annex D. Logframe

Annex E. Evaluation Matrix

Annex F. Interview Guidelines Etc

Job descriptions for the evaluation team

A. International consultant 11-00

Project: TF/SUD/12/001 (SAP: 110037)

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Project title: " Integration and progress through protection and empowerment of displaced groups in South Sudan"

Main Duty station and Location: Vienna, Juba & Home based

Mission to: Vienna and Juba

Start of Contract: 1 September 2013

End of Contract: 8 November 2013

No. of working days: 36 working days (over 9 weeks)

Post Title: International Project Evaluator

Date required: 1 September – 8 November 2013

Counterpart(s): Ministry of Agriculture
Ministry of Labour.

Organisational context

ODG/EVA is conducting a thematic evaluation of UNIDO's post-crisis interventions as mandated by the decision of the Programme Approval and Monitoring Committee (AMC) meeting on 10 December 2010 to cover a set of Japanese funded post-crisis interventions in 7 countries²⁹.

As part of the above thematic evaluation, the main objective of this final project evaluation is to make an overall assessment of the effectiveness and efficiency with which the project has been implemented and, in particular, to provide a detailed assessment of the achievements made and overall results obtained. The evaluation shall specifically focus on comparing the actual outputs and outcomes of the project with the ones originally planned in the project document.

²⁹ The original list of countries was: DR Congo; Eritrea; Kenya; Liberia; Sierra Leone; Somalia; & Sudan. Later, Afghanistan was also added.

Project context

As a 1.5 million project close to its completion, the project is due for an evaluation in line with UNIDO TC Guidelines.

The development objective of the project was “to help consolidate the peace process and economic recovery of South Sudan”.

The project focused on the vulnerable part of the population and aimed at helping individuals to achieve sustainable livelihood; either through self-employment or by working for the agriculture, construction, manufacturing or service sectors.

Duties

Activity	Concrete/ measurable Outputs to be achieved	Work days (International evaluator)	Location
Desk study of project documents & relevant reports on the context (1-2 September)	Inception report - Methodology, questionnaires and mission plan completed (6 September)	2	Home based
Design a suitable initial evaluation methodology including a detailed field assessment plan – draft inception report (3 September)		1	
Visit Vienna for preparatory meetings; finalise mission plan and appointments and ensure logistical support in place (4-6 September)		3	Vienna
Conduct field assessment (7-18 September)	Presentation on preliminary findings in Vienna (20 September)	12	Juba
Present preliminary findings in Vienna (19-20 September)		2	Vienna
Detailed analysis of assessment results and follow-up surveys		2	Home based

Activity	Concrete/ measurable Outputs to be achieved	Work days (International evaluator)	Location
Preparation of first draft evaluation report & submission for UNIDO feedback (21-30 September)	First draft Report (due by 11 October)	10	
Prepare second draft & submit to Evaluation Group to circulate report among stakeholders for factual verification & feedback	Second draft Report (due by 20 October)	3	
Finalisation of report upon receipt of stakeholders' feedback and final presentation in Vienna	Final draft Report (due by 8 Nov)	1	
Total		36	

Required competencies

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

Minimum organizational requirements

- Extensive knowledge and experience in livelihoods project formulation and management in post-crisis contexts
- Proven track record in evaluation of UN-projects
- Good quality report writing skills
- Postgraduate degree in social sciences, engineering or a related field.

The evaluation approach and other details are given in the project evaluation TOR.

Associate international project evaluator

Project No. TF/SUD/12/001 (SAP 110037)
Post Title: Associate International Project Evaluator
Duration: 1 working month
Date required: 22 February 2013, or earliest possible date thereafter
Duty station: Vienna
Counterpart(s): Ministry of Agriculture
Ministry of Labour

Duties

As a 1.5 million project close to its completion, the project is due for an evaluation in line with UNIDO TC Guidelines. In addition, this evaluation TOR is part of (and an annex to) a wider thematic evaluation of UNIDO's, which initially included a set of Japanese funded post-crisis interventions in 7 countries, launched in 2011 with a total budget of USD 9.8 million. The evaluation was mandated by a decision of the Programme Approval and Monitoring Committee (AMC) on 10 December 2010 and has to be undertaken by an independent consultant in accordance with the project evaluation TOR.

The main objective of the final evaluation is to make an overall assessment of the effectiveness and efficiency with which the project has been implemented and, in particular, to provide a detailed assessment of the achievements made and overall results obtained. The evaluation shall specifically focus on comparing the actual outputs and outcomes of the project with the ones originally planned in the project document. Based in Vienna will support the Evaluation Manager with developing the TOR and evaluation mission plan, identifying a national consultant and liaising with the PM in Vienna as well as the project team in the field in making logistical arrangements.

In particular the consultant will:

Duties	Duration (work month)	Deliverables
Research, collation and organisation of a wide range of information required for the post-crisis evaluation through the UNIDO database with a particular emphasis on South Sudan.	0.1	Documentation for evaluation
Desk review of available documentation and background information	0.1	Identification of core evaluation issues and in-country logistical/ operational needs
Meetings with UNIDO project staff and communication with UNIDO field staff	0.1	
Drafting of the project evaluation TOR and an evaluation mission plan in collaboration with the Evaluation Manager	0.4	Final TOR and Mission Plan
Support to the evaluation manager and the project manager in the organisation and implementation of the exercise, including all aspects of the work such as contracts, meetings, travel arrangements, organisation of events, document reviews, document drafting, liaison with relevant bodies, report writing etc. as required.	0.3	Organisation and Launch of evaluation missions and related reporting
Total	1	

Qualifications

- Knowledge and experience in livelihoods and agribusiness project formulation and management in post-crisis contexts.
- Solid understanding of UN-project evaluation norms and standards.
- Good quality report writing skills.
- Postgraduate degree in social sciences, engineering or a related field.

Annex B: Project Logical Framework

Narrative summary	Measurable Indicators	Means of verification	Assumptions & Risks
<p>Outcome: Contribute to expanding the human capital base by strengthening vocational training in the country.</p>	<p>Prevalence of peace and socio economic recovery in the country.</p>	<p>Government reports International community reports.</p>	<p>The security situation in the country improves and remains stable allowing project activities to be implemented as planned.</p>
<p>Outputs:</p> <p>1. Baseline survey carried out and target beneficiaries mobilised.</p> <p>2. A minimum of 750 youth (including IDPs, ex-combatants and women) are provided with marketable skills.</p> <p>3. Appropriate support systems for the development of micro-industries harnessing the specific needs required by the target groups established and implemented.</p>	<p>Baseline data gathered, participatory workshops organised and implemented, action plan and strategy guidelines agreed upon by all stakeholders.</p> <p>Project implemented according to work-plan.</p> <p>20 Trainers upgraded their skills Around 750 youth provided with marketable skills.</p> <p>Number of micro-industries created. Number of income-generating activities promoted.</p>	<p>Progress reports M&E reports.</p> <p>Training reports M&E reports.</p> <p>Progress reports M&E reports.</p> <p>Final project report.</p>	<p><i>Local authorities actively support the project.</i></p> <p><i>Beneficiaries take full advantage of the capacity-building/technology.</i></p>
<p>Project cluster of activities:</p>	<p>Participatory workshops, needs assessment, identification of existing training capacities and prepare detailed work-plan.</p> <p>Plan and organise the TOT programme.</p> <p>Conduct skill development trainings and assist to establish micro-industries.</p> <p>Strengthening support institutions to ensure sustainability.</p>		

Annex C: List of individuals interviewed

Name	Job title/Position in company/organisation	Name of company/organisation
Virpi Stucki	Project Manager, Integration and progress through protection and empowerment of displaced groups in South Sudan	UNIDO, Vienna
Margareta de Goys	UNIDO Director of Evaluation UNIDO Evaluation Group	UNIDO, Vienna
Massoud Hedeshi	Evaluation Officer, UNIDO Evaluation Group	UNIDO, Vienna
Kawira Nabga Bucyana	Head of Office, UNIDO	UNIDO, South Sudan
Ammar Al-Kital	Chief Technical Advisor, Integration and progress through protection and empowerment of displaced groups in South Sudan	UNIDO Project Office, South Sudan
Patrick Wani	National Vocational Training Officer	UNIDO Project Office, South Sudan
Kunal Dha	Programme Coordinator-Stabilisation	UNDP
Anil Raj	Project Management Analyst, Community Security and arms control	UNDP
Adrian Garside	Senior Policy Advisor, Crisis Prevention and Recovery Unit	UNDP
Ngor Kolong Ngor	Minister	Ministry of Labour, Public Service and Human Resource Development, GOSS
John Chol Daau	Director General	Ministry of Labour, Public Service and Human Resource Development, GOSS
Arkangelo Ngori Kirkiri	Director of Vocational Training	Ministry of Labour, Public Service and Human Resource Development, GOSS
Juma Lupaai Lemi	Director General	Ministry of Education, GOSS
Samuel K Amuzai	Head Teacher	Juba Technical Secondary

Name	Job title/Position in company/organisation	Name of company/organisation
		School, South Sudan
Eliud Kamau	Trainer, mobile phone and repair	Juba Technical Secondary School, South Sudan
Jackson Eremugo	Trainer Electricity repair	Juba Technical Secondary School, South Sudan
Henry Taluga	Trainer Electricity repair	Juba Technical Secondary School, South Sudan
Geria Robert	Trainer, mobile phone and repair	Juba Technical Secondary School, South Sudan
Elly Stephen Duku	Trainer Electronics	Juba Technical Secondary School, South Sudan
Bertram Gordon Kuol	Executive Manager, of SVDP Vocational Training Project, South Sudan	St Vincent De Paul Society, South Sudan
Stanslous Mogga	Manager of VTC	St. Vincent De Paul Society, South Sudan
Martin Lugala	Acting Director	Multi-purpose Training Centre, Juba
Anyeth P, Awol	Director/Founder of ROOTS	The ROOTS Project, South Sudan
Ruth Lugor	Deputy Director ROOTS	The ROOTS Project, South Sudan
Donato Hakim	Executive Director	SSOPO
Isaac Ogam	Trainer	SSOPO
Wani Gabriel Eric	Administration and Training Coordinator	SSOPO
Katarzyna Czaplicka	International Consultant	University of Juba

*Beneficiaries and participants in FGDs were too numerous to mention by name

Annex D: Questionnaire and guide for FGD for beneficiaries

Information about You	
1. How old are you?	
2. Are you male or female?	Male <input type="checkbox"/> Female <input type="checkbox"/>
3. What is your place of origin?	
4. Where do you live now?	
5. Are you going to move to another state or county in South Sudan	Yes <input type="checkbox"/> No <input type="checkbox"/>
6. If you are an Internally Displaced Person, were you employed where you lived previously?	Yes <input type="checkbox"/> No <input type="checkbox"/>
About Your Situation before the UNIDO Training	
7. Did you receive any other vocational training before the UNIDO Training?	Yes <input type="checkbox"/> No <input type="checkbox"/>
8. What was your job before the UNIDO training?	
Farmer.....	
Self-employed business.....	
Public sector employee.....	
Private sector employee.....	
No job.....	
9. What was your occupation/job?	
About Your Experience with the Training	
10. Where did you take your training?	
Juba Technical Secondary School	South Sudan Old peoples Organisation
Saint Vincent de Paul Vocational Training Centre	
Multi-purpose Training Centre (MTC)	Other

11. How many months was your training?	
12. Why did you want to take the training?	
13. Which training course did you take?	
14. Did you take basic or advanced training or both	Basic <input type="checkbox"/>
	Advanced/on the job training <input type="checkbox"/>
	Both <input type="checkbox"/>
15. Were you satisfied with your training?	Very Satisfied Satisfied Not Satisfied
	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
16. How would you rate the trainers ability to teach you?	Very Good <input type="checkbox"/>
	Good <input type="checkbox"/>
	Not Good <input type="checkbox"/>
About Your Situation after the Training	
17. Has the training improved the quality of your skills?	Yes <input type="checkbox"/> No <input type="checkbox"/>
18. Do you believe your new skills help you integrate better in your local community?	Yes <input type="checkbox"/>
	No <input type="checkbox"/>
	Don't Know <input type="checkbox"/>
19. Do you believe you have more work opportunities since the training?	Yes <input type="checkbox"/> No <input type="checkbox"/>
20. Have you found employment using the skills you learned during the training?	Yes <input type="checkbox"/> No <input type="checkbox"/>
21. Do you think you can train other people with the skills you have learned	Yes <input type="checkbox"/> No <input type="checkbox"/>
22. Are you already training other people with the skills you have learned	Yes <input type="checkbox"/> No <input type="checkbox"/>
23. Have you been able to start up a business as a result of the training?	Yes <input type="checkbox"/> No <input type="checkbox"/>
24. Did you receive tools from UNIDO?	Yes <input type="checkbox"/> No <input type="checkbox"/>
25. If yes what tools	
26. If you received a tool kit, what do you think of the quality of the toolkit?	Good quality <input type="checkbox"/>
	Medium quality <input type="checkbox"/>
	Poor quality <input type="checkbox"/>

27. Do you still have these tools	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
28. If you answered No Explain				
29. Do you share your tools with other people	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
30. If you received a toolkit how useful do you think the toolkit is to your current job?	Essential	<input type="checkbox"/>		
	Very useful	<input type="checkbox"/>		
	Partially useful	<input type="checkbox"/>		
	Not useful at all	<input type="checkbox"/>		
31. Did your income increase because of the course	Yes	<input type="checkbox"/>		
	No	<input type="checkbox"/>		
32. If yes, by about how much more?	0-10% more than before			
	11-25% more than before			
	26-50% more than before			
	51-75% more than before			
	76-100% more than before			

Guide for Focus Group Discussions (FGDs)

1. Did you participate in the selection of training courses?
2. How relevant was this project to the particular skills training you needed?
3. Do you think the training people have received makes it easier to get a job?
4. Do you think this kind of training can improve income and access to food?
5. Have people got work as a result of the training?
6. Did the training you received help you access local markets to sell goods?
7. If you received a toolkit discuss how useful it is?
8. Do you think this type of training can improve security and reduce violence?
9. Did the project help you set up a micro-enterprise/small business*?
10. What is the main thing you need to make long term changes in your livelihood?
 - Defined as a group of about 5 employees working together. Defined by the ILO these are “own-account workers.” and would often rather have remunerative employment.

Annex E: Bibliography

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