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**TE/SUD/07/005 (SAP 101086)**

**Community Livelihood and Rural Industry Support  
Program – Phase 3  
(CLARIS III)**

**TERMINAL REPORT**

**PERIOD**

**February 2014 –January 2015**

**Prepared by the**

**PROJECT TEAM**

**under the supervision of**

**Aurelia P. Calabrò in Bellamoli,**

**Project Manager and Unit Chief, PTC/AGR/AIT**



**COMMON FACILITY EQUIPMENT**





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## A. Executive Summary

**Project Number:** TE/SUD/07/005 (SAP 101086)

**Title of Project:** Community Livelihood and Rural Industry Support Program - Phase 3 – CLARIS III

**Donor:** Italy (i.e. Italian Cooperation)

**Total Budget:** € 288,758.00

**Completion Date:** 31 January 2015

### Local Project Partners:

- Four Vocational Training and Entrepreneurship Centers of Khartoum State (VTECs) in Halfaya, Hajyousif, Kerrary, and Khartoum South, which are under the General Administration of Vocational Training (subordinated to the Ministry of Human Development and Labour – Khartoum State).
- Sudanese Red Crescent Society (SRCS) – Khartoum State

### UNIDO Project Team:

<b>Aurelia Patrizia Calabrò</b>	Project Manager ( UNIDO HQs)
<b>Illaria Borella</b>	Chief Technical Advisor (international staff)
<b>Mohamed El Mustafa El Tigani Mohamed</b>	National Project Coordinator (national staff)
<b>Shibeika Izzeldin Mekki</b>	Vocational Training & Employment Counselling Specialist (national staff)
<b>Mohammed Elamin Abu Elgasim Seifeldin</b>	Vocational Training & Employment Counselling Specialist Assistant (national staff)
<b>Aweedi Ali Saad Alden</b>	Driver (national staff)
<b>Adil Khamis Dungal</b>	Driver (national staff)

## **1. BACKGROUND OF THE PROJECT**

Classified as a least developed, low-income and food-deficit country, Sudan has endured continuous armed conflicts for the last 20 years. The resulting unstable political situation has been compounded by recurrent droughts. Consequently, in several regions of the country, the population is facing chronic and severe food insecurity and malnutrition, as well as the breakdown of socio-economic structures, especially among poor, youth and vulnerable groups from rural areas, leading to incessant internal displacements.

The project started in South Kordofan State but because of security problems and access obstacles to the project areas, the foreseen implementation setup was not feasible. In January/February 2012, in cooperation with the Embassy of Japan in Sudan and the Ministry of Agriculture of South Kordofan State, the project was moved to Khartoum State, targeting Internally Displaced Persons (IDPs) from the South Kordofan conflict.

A report of the SRCS dating January 2012, estimated the presence of approximately 37,000 South Kordofani IDPs in Khartoum State, however these numbers have considerably increased in the last months, due to the resumed hostilities. The living conditions in the IDPs' areas in and around the State of Khartoum are miserable, causing widespread and persistent poverty. One of the root causes of this situation consists in the high unemployment and underemployment rates, particularly among the young population.

The previous CLARIS II/SKIPI project trained and counselled in total 383 IDPs from South Kordofan living in Khartoum State. The provision of practical and management competences developed and increased considerably their employability and entrepreneurial potentials, giving them the opportunity either to be employed or to start their own businesses.

This CLARIS III project proposed a second project phase, during which the previously achieved outputs and outcomes could be continued and strengthened. It planned the creation of Employment Agencies, which would provide employment counselling assistance services to new beneficiaries and to the participants of the previous project phase. At the same time new vocational training courses were organised addressing the new trainees.

Finally it was foreseen to start the "Moringa" rural development component, which included training and apprenticeship experiences in different farms, specialised in the growing and transformation/processing of the Moringa plants.

## **2. GENERAL OBJECTIVE OF THE PROJECT**

In cooperation with activities implemented by the international community, the project general objective was to contribute to the improvement of the socio-economic conditions of the IDPs coming from South Kordofan and living in Khartoum State, through the enhancement of their employability and entrepreneurial possibilities.

### 3. SPECIFIC OBJECTIVE OF THE PROJECT

The main objective of this project was to contribute to the reduction of unemployment of young South Kordofani IDPs (women and men) living in different suburban and marginal areas of Khartoum State (Alfatah, Ombeddah, Haj Yousif, Salha and Mayo). It was foreseen to organize training courses for 80 new trainees and provide employment counselling assistance to a total of 463 IDPs, including 80 new beneficiaries and 383 participants of the previous project phase.

### 4. ACHIEVEMENT OF THE PROJECT OBJECTIVE

From the results obtained, the project has been 100% implemented with full attainment of its objectives. The following are most important achievements of the Project's outcomes:

4.1 Four Employment Agencies established within four VTCs in Khartoum State and they are the first ever such agencies to be established in the Sudan within an educational institute.

4.1.1 Those Agencies are offering counselling during and after training. Their role should be continued and the capacities of the personnel who are carrying the counselling should be further enhanced and upgraded to achieve the optimum results required.

4.1.2 Mapping of the existing & future skill gap in the Labour Market should be continuous and upgraded so as to form a data base for training programmes and employment opportunities for VTCs graduates.

4.1.3 It is very important to strengthen the relationship between various employment sectors and the VTCs to identify the skill gaps in those sectors and the development of training curricular to satisfy the need of the various industrial sectors.

4.2 As an exit strategy, the Islamic Zakat has been involved through provisioning of fund to vocational training for the poor. Also by providing 'Interest free' micro finance to the graduates of vocational training to start their own businesses- following the CLARIS III Module.

4.2.1 All 20 Sheet Metal Beneficiaries are now accommodated within an old group of welders in Haj Yosif & Droshab and they have started their business.



Welders Group In front of their Workshop



4.2.2 All 20 Shoe Making & Leather Beneficiaries are now accommodated within an old group of Shoe Making & Leather Goods in Afatah and now have started their business in a common Work Shed built for them and supplied with power generators and common facility equipment.



One of the Project's Beneficiaries conducting Training within her Community

4.2.4 Commercial Cooking & Food Production Beneficiaries are now only working from home and their activity would depend on festivals seasons to sell cookies. The reason for their limited outreach to the market is mainly being due to the health restrictions imposed upon the sale of food to the public! The need for more counselling to this group to overcome this obstacle is very important so they could meet the standard required by the authorities to sell food stuff to the public. Having said this, the knowledge and the training those beneficiaries acquired helped them in providing their families with healthy economic and nutrient food.

4.3 All 20 Moringa Beneficiaries are now accommodated in four groups and they will start their business in four Nurseries built for them and equipped with tools, plants and all the accessories needed for nurseries. Also they will be provided (by Green Ishraga) with some Moringa Products to display for sale in their nurseries.



Drying of moringa leaves dried, sorted & clean moringa leaves ready for packing

All in all we can say that 85% of the beneficiaries are now engaged in an income generating activity.

## **B. Main Activities Conducted and Achievements**

### **1. Creation of four Employment Agencies**

#### **1.1 Organize specific training courses for the employees of the Employment Agencies**

Two employment counselling training courses have been conducted in the Sudanese Turkish ToT Centre in Halfaya (27 April to 8 May 2014) and (25 May to 5 June 2014) respectively. These training courses were conducted over a period of 2 weeks within 5 days a week with 5 hours sessions per day (in total 10 training days). 63 participants have had successfully completed the training, they are:

- ✓ Staff of the 4 VTECs (entrepreneurship & technical instructors, students' affairs officers and marketing officers).
- ✓ Staff members and volunteers of the Sudanese Red Crescent Society.
- ✓ Staff of the Sudanese Turkish ToT Centre in Halfaya.
- ✓ Staff members and volunteers of NNGOs.
- ✓ Small business owners and potential entrepreneurs.
- ✓ Unemployed graduates interested to become employment counselors.

The general objective of these employment counseling training courses was to create a team/platform of employment counselors that will provide job placement and business development services to the trainees of the VTECs by assisting them in finding sustainable and profitable income generating and employment possibilities.

These trainings were divided into the following 5 modules that are designed to equip the participants with competencies and skills to effectively support individuals by providing appropriate advices and recommendations on job placement and micro and small enterprises creation/development.

**Module 1:** Employment Counselling (job placement and business development): concepts, process and roles

**Module 2:** Labour Market Systems: survey, assessment and analysis (external environment/supply and demand/support services)

**Module 3:** Employability & Entrepreneurial Self-Awareness: assessing and enhancing individual competences

**Module 4:** Employment Counselling (job placement and business development): tools, methods and techniques

**Module 5:** Practices: how to assess individuals and enterprises potentials and provide appropriate advices and recommendations

The employment counseling training courses were facilitated by the CLARIS III Vocational Training and Employment Counseling Specialist (VTECS) in cooperation with the UNIDO Bahrain consultant, under the supervision of the CLARIS III CTA and the National Project Coordinator.

## **1.2 Support the 4 Employment Agencies with tools and equipment**

Four employment Agencies within the four VTECs are now functioning offering their services to former & new beneficiaries of CLARIS III Project. The Employment Agencies are using facilities available to them within the existing students' affairs offices of the VTECs, including office furniture and basic technical equipment (computers and printers). In addition to that, and for supporting the 4 employment agencies, materials, tools and services have been provided by the project; stationeries and office tools, 4 laptops as well as the checking and repairing of the server connectivity in the 4 VTECs.

## **1.3 Mapping of the private enterprises and the industry/ handicraft associations**

The project team in partnership with the counsellors of the 4 employment agencies continued to undertake this mapping; relevant information to each particular sub sectors and industries<sup>1</sup> addressed by job placement services was collected / compiled and made available to the old and new beneficiaries and facilitated to them access into labour market. Information related to support organizations such as microfinance institutions, localities, equipment & raw material suppliers also collected and made available to the old and new beneficiaries and facilitated to them access to microfinance, workplace, technology and raw material.

## **1.4 Stipulate apprenticeship contracts with the enterprises**

Partnership with the Institute of Zakat Sciences has been developed between the CLARIS III Project, General Administration of Vocational Training of Khartoum State & Zakat. A workshop in which 3 papers has been delivered took place as a result. The Workshop activity has been inaugurated by an Exhibition that was attended by the Vice President of the Republic, Federal Minister of Finance, State Minister of Social Development, and State Minister of Human Development & Labour, the Italian Ambassador, the Director of Italian Cooperation and a representative from EU. An MOU is in the process of being signed with the Zakat.

The stipulation of apprenticeship contracts with Hotel Corinthia, Alsalam Rotana Hotel and White Nile Tanneries are ongoing. The MOU - LOE with the DAL GROUP has been signed and a MOU is in the process of being signed with the Zakat.

## **1.5 Employment counseling addressing the former and new beneficiaries**

After the employment counselling trainings, the trained VTECs employment counsellors started their practical experience in the new established employment agencies, by

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<sup>1</sup> *Leather Products Making, Building and Construction, Metal Products Making, Water Coolers, Hotels & Restaurants, Automotive Services*

counselling the former beneficiaries of the previous project phase as well as the new trainees, under the supervision of CLARIS III team (practical part of the employment counselling training – on the job training).



Visiting Leather Group for a Counseling Session

Baseline data and updated information related to beneficiaries (former and new ones) were collected through the VTECs employment counsellors. At the moment almost all former and new beneficiaries have been registered in the VTECs' employment agencies so as to enjoy job placement services and business incubator assistance as continuous services.

### 1.6 Provide necessary support (counseling) to the former and new beneficiaries and the establishment of groups

Series of counselling sessions has been held with project former beneficiaries who trained on the previous phase of the project (CLARIS II) and the main goal of the meetings was to identify the extent of their ability to fit into the labour market and address the challenges and obstacles facing them and the following tables illustrate analytical results of the group discussion meetings and it's covered the following topics:

- ✓ The geographical distribution of the beneficiaries.
- ✓ Average monthly income they gain.
- ✓ The main problems affect their businesses.

Area	Beneficiaries
Alfateh	41
Hag- Yousif	32
Mayo	25
Duroshab	19
<b>Total</b>	<b>117</b>

**Table 1- Geographical Distribution**

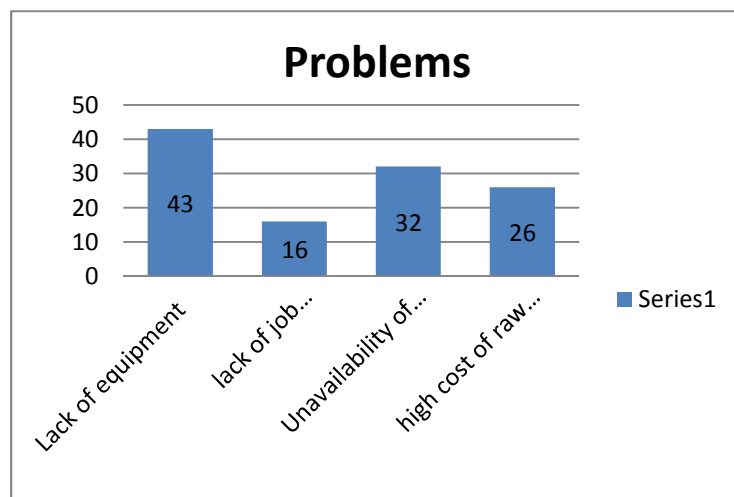
66% from the beneficiaries attended the sessions are currently have existing business but the majority around 56% of them cannot satisfy their basic needs and the table below shows the average monthly income they gain:



Monthly Income SDG			
0 - 500	501 - 1000	1001 - 1500	1501 - 2000
66	14	22	15

**Table 2- Monthly Income SDG**

This low income resultant from different reasons as shown in the diagram depending on the area they live or the type of the training they did, 43% from the beneficiaries Lack additional tools and equipments to improve and increase their production, 32% complain about unavailability of power supply, 26% reported they can't balance between the high cost of the raw materials and the products price, 16 % they couldn't find job opportunities.



The project has studied these problems and implemented a set of interventions to mitigate its impact on the beneficiaries as follow:

- ✓ Provide power generators for those who do not have electricity.
- ✓ Grouped the beneficiaries according to the occupation and provide raw materials, common facility tools and equipments.
- ✓ Linked the beneficiaries with employment offices within the 4 VTECs



One Welding Group from the old beneficiaries are taking big contracts, building a Skelton of a Chicken Farm



Community Leader with Welder Group In Haj Yosif



## 2. Organization/Development of vocational trainings addressing new IDPs

### 2.1 Organise technical and entrepreneurial training courses

Regarding the organization of vocational training courses addressing new beneficiaries, the identification of the training courses to be delivered and the selection process of the beneficiaries were finalized in coordination with SRCS. The choice of the training skills/curricula has been based on the previous successful project results, as well as on the demands of marketable skills, which are required both in Khartoum as well as in South Kordofan States.



**MORINGA TRAINING ACTIVITIES**

According to the project selection criteria, the SRCS conducted an assessment in different IDPs areas in Khartoum State (Kerrarri Alfetah, Haj Yousif, Salha and Samrab), where an unspecified huge numbers of IDPs from South Kordofan is living. The SRCS volunteers, in cooperation with the IDPs' community leaders of the involved IDPs' areas, provided a list of 120 potential participants: 20 beneficiaries, for each of the 4 training courses (including the Moringa training described below) with 10 IDPs in reserve. The selection criteria focused on the vulnerability and motivation of the targeted beneficiaries.



**Commercial Cooking & Food Production Training**

The training followed a Competency Based Training (CBT) approach, which focuses on short-term modular training programmes. Two courses were held in the Halfaya VTEC (Sheet Metal and Commercial Cooking& Food Production – 20 men and 20 women respectively) and one course in Kerrary VTEC (leather – 20 women).

The training courses conducted over a period of 9 weeks within 5 days a week with 4 hours lessons per day (in total 45 training days). The technical and entrepreneurship training courses included the provision of toolkits, start-up materials and employment counseling services.

Further advance pastry& Cake decoration course has been conducted at DAL Group Training Center for 30 participants, twenty from the new beneficiaries plus another ten chosen from the old beneficiaries. The course duration has been for five days.



Shoe Making & Leather Goods Training

## 2.2 Provide toolkits, equipment and start-up materials for the new trainees

A Closing Ceremony which has been integrated with a Graduation Ceremony took place in Kerrary VTEC. The Ceremony was attended by +550 including former & new project beneficiaries, Donors, represented by H.E. the Italian Ambassador, the Director of Italian Cooperation, EU Representative, Khartoum State Minister of Human Development & Labour, Chamber of Zakat representative, Chairman of Research Council of Moringa, Ministry of Science & Communications, Mayor of Kerari. CLARIS Project Manager from HQ, Vienna Mrs. A. Calabrò also attended the Ceremony and delivered speech to the audience.



Graduation certificates plus toolkit, work tools, common facility equipment and start-up material has been distributed to the former and new beneficiaries during the ceremony.

### 3. Start of the “Moringa” rural development component

#### 3.1 Stipulate apprenticeship contracts with the farms specialized in the growing and transformation/processing of the Moringa plants

Four Moringa farms for the stipulation of apprenticeship contracts have been identified and contacted.



TAKING SEEDS OUT OF SHELL



MORINGA Processing

#### 3.2 Organize agro-technical trainings regarding the growing of Moringa crops and the industrial processing/manufacturing of Moringa based products

An agro-technical training regarding the growing of Moringa crops has been held in the Botanic Garden of Khartoum and addressed 20 women. The technical training was started on the middle of June and last 50 hours agro-technical skill training (pawing, sowing, sprinkling irrigation, weeding harvesting, hand processing), as well as 25 hours entrepreneurship training.

The practical training part took place in the moringa farm of Green Ishraga Co. in Omdurman locality (Salha) for 5 weeks. The trainees were also having one week working experience in the processing factory of the Green Ishraga Co. in Bahri locality, where

moringa tea and powder are produced. The Moringa Practical Training at Green Ishraga Farm included intercropping activity. Vegetable drying techniques and food processing from the intercrop vegetables (Pumpkins) has also been delivered to the participants.

Green Ishraga undertook to employ four of the beneficiaries in its Alsalha Farm. Also Green Ishraga is allowing the participants to keep coming to the Farm to follow up harvesting of their intercrops.



Drying moringa leaves

Sorting moringa seeds for oil extraction

### **3.3 Organize employment counselling assistance for the formulation and coordination of the Moringa-based agribusiness development initiatives, focusing on the creation of women cooperatives**

The employment counselling assistance for the formulation and coordination of the moringa-based agribusiness development initiatives was delivered during the training.

### **3.4 Provide agro-industrial toolkits and start-up materials for supporting the Moringa-based agribusiness initiatives, including the equipment for common use**

Providing toolkits, equipment and start-up materials for the new trainees (moringa) has been made and distributed. In addition four Moringa Nurseries has been approved by Kerrary locality and prepared as a group business for the Moringa training graduates.

It should be mentioned that synergies have been undertaken with the on-going program “Integrated Food Security (IFSP)” implemented in cooperation with FAO in Kassala State and funded by Canada (CIDA). Some equipment such as oil-press was purchased for the women cooperatives and handed over in early February 2015.



Drying of Moringa leaves

### 3.5 Marketing activities

At the end of the project, it was decided to field a marketing expert to conduct a market research aiming at identifying potential national and international niche markets (e.g. Middle East, Gulf countries) for marketing of Moringa and related products as organic crops. The expert has been fielded and is expected to come up with a marketing strategy including a communication plan as well as to look into the possibility of establishing linkages with international movements such as ORA, Slow Food, Terra Madre and similar.

The final result expected to be available during March 2015 will be shared with the donor for information and possible follow up in a new project.

A promotional brochure on the moringa component has been produced and part of this report as Annex 1.

### C. Other Activities Associated with Project Implementation

The project was also able to conduct additional activities such as:

- ✓ TOT conducted for 5 Beauty & Hair Care Trainers of Halfya VTEC on massage.
- ✓ The 1<sup>st</sup> Moringa Conference held in partnership with the Moringa Research Council, Federal Ministry of Science and Communication.
- ✓ For project's sustainability collaboration with Islamic Zakat, through Zakat Sciences Institute has been initiated and a workshop where three papers were presented. One paper focused on the role of Vocational Training as a tool for alleviation of poverty presented by CLARIS III, while a second paper focused on the role of Zakat in funding Vocational Training and the provisioning of 'Interest Free' Micro Finance to the poor; the third paper showed the skills need of the existing Labour Market. After fruitful discussions recommendations were raised and an MOU stipulated awaiting signature of UNIDO CLARIS III Project, Zakat Sciences Institute and the General Administration of Vocational Training, Khartoum State.





Sheet Metal displaying their Graduation Project [Desert Air Cooler] At Zakat Exhibition



VIP of the Republic of Sudan with Italian Ambassador at the Zakat Exhibition

- ✓ A Closing Ceremony which has been integrated with a Graduation Ceremony took place in Kerrary VTEC. The Ceremony was attended by approx. 550 persons including former & new project beneficiaries, Donors, represented by H.E. the Italian Ambassador and the Director of Italian Cooperation, in addition to a Representative from the EU Delegation in Khartoum. The Sudanese side was represented by the Khartoum State Minister for Human Development & Labour, the Representative of the Chamber of Zakat, the Chairman of the Research Council of Moringa, the Ministry of Science & Communication, and the Mayor of Kerari. UNIDO was represented by the UR Mr. Khaled El Mekwad and CLARIS Project Manager Mrs. A. Calabrò who both delivered speech to the audience.
- ✓ Graduation certificates and work tools, common facility equipment, start-up material etc. was distributed to the new and former project beneficiaries during the ceremony.
- ✓ UNIDO Sudan supported the participation of Mr. Abdoun, owner of Green Ishraka, in the Agricultural Forum organized by UNIDO ITPO Bahrain on 25 February 2015 in Manama. Mr. Abdoun will be provided with samples/gift packs of Moringa-based cosmetics with CLARIS logo in addition to related UNIDO promotional printed material.

#### D. Lessons Learned

- The termination of the previous CLARIS II project in December 2012 and the start of CLARIS III after one year had a negative impact on the sustainability of the success stories achieved because of the lack of follow up and hence counseling of the beneficiaries.

- Furthermore, as the project is targeting IDPs, who are in constant mobility to different part of the country or even return to their homes, in some cases it was impossible, for a good number of those beneficiaries, to be given the proposed counseling envisaged during CLARIS III.
- Some project's activities took a late start due to administrative constraints that prevailed within UNIDO Office Khartoum (e.g. the outgoing of the administration & financial officer and the recruitment of a new officer in place). This caused delays in receiving funds on time resulting in their rescheduling. The problem was ultimately resolved after the intervention of UNIDO Finance Services at HQs by increasing Khartoum Office imprest account allotment.
- In this regard, it is advised that an Admin & Finance Officer be recruited for future project phases in order to keep project implementation smoother and release the National Coordinator/Staff from administrative work.
- For future project's an exit strategy should be in place ensuring the sustainability of the project's outcomes (e.g. a period of two to three months for monitoring the project outcomes). The collaboration which has been initiated with Zakat is an example of such strategy.

**E. FINANCIAL IMPLEMENTATION**

## Lists of ASRs authorized from HQs

<b>ASR No.</b>	<b>Description</b>	<b>Budget Line</b>	<b>Amount spent SDG</b>
3030023104	Employment counseling training course (1st batch)	30	13.812,30
3030025712	Employment counseling training course (2nd batch)	30	13.812,30
3030027133	Cooking training course	30	77.242,00
3030027134	Leather training course	30	73.421,00
3030027132	Sheet metal training course	30	64478
3030029234	Moringa training course	30	100.198,40
3030023756	Server repair and activation	30	19.000,00
3000021345	Venue for Moringa Conference	30	24.000,00
3030022941	SRCS selection activities	30	2.650,00
3030022726	4 Laptops for 4 employment agencies	45	21.800,00
3030025675	Toolkits for cooking training course	45	36.360,00
3030025676	Toolkits and start-up material for leather training course	45	61.310,00
3030029620	Toolkits for sheet metal training course	45	39.000,00
3030026402	Toolkits for moringa training course	45	17.700,00
3030023104	Running Cost March/April 2014 - Petty cash advanced	51	20.000,00
3030028867	Running Cost May/June 2014 - Petty cash advanced	51	20.000,00
3030034088	STEEL TOOL BOX	45	4800
3030032906	START-UP MATERIALS FOR COOKING	45	9070
3030034453	EQUIPING 4 EMPLOYMENT AGENCY OFFICES	45	40884
303004457	STATIONARIES FOR EMPLOYMENT AGENCY OFFICES	45	11100
3030031193	GENERATORS	45	135000
3030034888	RUNNING COST DEC-JAN.	51	17000
3030031558	Gas Cylinder-Cooking	45	11000
3030031557	Ovens	45	17200
3030032667	Teacher Mentoring	30	12730
3030032905	Sheet Metal	45	8978
3030032906	Cooking	45	9070
3030033418	Advance Cooking Training	30	4550
3030036352	Leather, Common Facility Equipment	45	9000
3030036351	Sheet Metal	45	18400
3030036332	Sheet metal	45	16200
3030037180	Moringa Nurseries	45	41800
3030030674	Massage TOT for 5 Halfaya Beauty& Hair Care VTC Instructors	30	\$ 2500
3030038696	Welding & Sheet Metal Common Facility Tools	45	14550
3030038698	Generator/Work Shed	45	37222