



## **FINAL PROJECT PHASE EVALUATION REPORT**

### **YOUTH VOLUNTEERS SUPPORTING PEACE AND RECOVERY IN DARFUR (YOVORED-IV)**

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A Female member of Savings Association Displaying Crafts Produced for Sale in Nyala, South Darfur

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This evaluation wouldn't have been possible without the digital assessment capabilities within the UNDP Livelihoods Team. Data collection took place at the height of the COVID-19 pandemic across Sudan, with a number of movement restrictions. During the same period, field access in some parts of the Darfur region was significantly affected by intercommunal and tribal conflicts that sprang up in some parts of the region. This presented a significant challenge in reaching certain locations. Using digital technology, field data collection and sharing was made easier, and collaboration between the two consultants located in Ghana and Sudan was effective.

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## LIST OF ACRONYMS AND ABBREVIATIONS

CPAP	Country Programme Action Plan
DAC	Development Assistance Committee
DDS	Darfur Development Strategy
DIDC	Darfur Internal Dialogue and Consultations
FGD	Focus Group Discussion
GoS	Government of Sudan
IP	Implementing Partner
KII	Key Informants Interview
LoP	Life of Project
M&E	Monitoring and Evaluation
MFIs	Micro Finance Institutions
ODK	Open Data Kit
SDGs	Sustainable Development Goals
SDG	Sudanese Pound (Second Pound)
SMYOB	Start and Manage your Own Business.
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNV	United Nations Volunteers
USD	United States Dollar
YoVoReD	Youth Volunteers Supporting Peace and Recovery in Darfur

## EXECUTIVE SUMMARY

United Nations Development Programme (UNDP) in Sudan initiated "Youth Volunteer Supporting Peace and Recovery in Darfur (YoVoReD) in collaboration with the Government of Sudan (GoS) which is UNDP's Youth Empowerment flagship Programme. Since then, four different Phases of the Project have successfully been developed and implemented.

The YoVoReD-IV was a 2-year project (November 2017-October 2019) with funding from the Republic of Korea with a total budget of USD 2,625,000, including UNDP cost-sharing contribution. The overall goal of the project was to accelerate peace, social cohesion and the economic recovery of conflict-affected communities in Darfur thereby laying solid foundation for sustainable development of the region by the year 2020.

The YoVoReD-IV was designed to build the capacity of the Darfur Youth to access alternative livelihoods and employment opportunities and support peacebuilding and socio-economic recovery of their communities. The project also supported the capacity of the Government and Civil Society to address obstacles to the effective participation and engagement of youth in civic duties, political and peace processes, and decision-making at local and state levels.

UNDP Sudan commissioned the independent external evaluation of the YoVoReD-IV by independent consultants to assess the impact of the project during the 4<sup>th</sup> Phase. The evaluation mission seeks to:

- Measure the extent to which the YoVoReD-IV has implemented its activities, delivered outputs, and how these contributed towards attaining the outcomes and development goals.
- Generate evidence-based knowledge by identifying best practices and lessons learned to help the design and development of future YoVoReD in scaling-up.

The evaluation focused on measuring development results and impacts generated by the YoVoReD-IV. It examined the extent of delivery of outputs, activities, and inputs detailed in the project document and the associated modifications made during the two-year implementation period (November 2017 to October 2019) within the five states of Darfur.

The evaluation employed both quantitative and qualitative methods and adopted an evidence-based, transparent, and participatory approach. The quantitative survey was used to collect data from the direct beneficiaries through face-to-face interviews.

Due to the impact of the COVID-19 restrictions on-field access, the team used digital systems for collecting, collating, storing, and analysing the data from the field, ensuring quality, efficiency and flexibility. In addition, qualitative methods including Focus Group Discussions (FGDs) and Key Informants Interviews (KIs) were employed to determine the 'why's and how's and meaning behind the numbers. The qualitative tools - semi-structured checklists were administered to the youth volunteers (both males and females), staff of the Implementing Partners (IPs), staff of the state ministries, and staff of the Peace and Development Centres

within the Universities in all the five Darfur states.

The evaluation complied with UNDP's Evaluation Guidelines for conducting project evaluations and was guided by the Terms of Reference (ToR) prepared by the Project Team. The use of the mixed methods gave room for triangulation, stakeholder involvement, and validating quantitative findings with the qualitative data.

The following are key findings of the YoVoReD evaluation based on a review of information from project implementation and monitoring reports and feedback from field interviews. They are grouped into three categories: relevance, results (effectiveness and Impact), and sustainability.

#### **Relevance:**

- The YoVoReD-IV project's design was relevant to the priorities of the Government of Sudan and the overall development objective of the Darfur area as stated in the country's development policies and plans (e.g., The Darfur Development Strategy (DDS); the Government of Sudan 25-Years Strategy (2002-2027) and the United Nations Development Assistance Framework (UNDAF 2018-2021) and was consistent with UNDPs mandates and objectives.
- The design of the project was pro-poor and consistent with the context and the socio-economic aspirations of the rural poor, women, and other vulnerable groups. It also allowed for flexibility and innovativeness. The training of participants in livelihood skills, community leaders, and empowerment of women, among others in various areas, were all relevant and vital. According to project reports, a total of 10,028 community members (4,865 males and 5,163 females) were mobilized and trained by the Youth Volunteers.
- The targeted youth and communities were actively involved in identifying and selecting activities and the needed community infrastructure and basic services for their areas. This resulted in their active participation and ownership of such activities as they emanated from their decisions and choices.
- Community leaders and members prioritized and supervised the establishment and running, and maintenance of the infrastructure established. This invigorated their commitment and ownership of such facilities.
- The excellent coordination and cooperation between the State Youth Volunteer Coordination Units (SYVCUs) members, positive support from community leaders and other stakeholders, and a high level of participation and commitment from targeted youth ensured project results were attained and sustained.
- Gender equality and the empowerment of women was a critical component of the Project. The project design included a gender approach that spelt out how gender

issues were addressed. Hence, gender was strongly mainstreamed into the Project. At least, 52 percent of all project beneficiaries were women.

### **Process: Efficiency, Ownership**

- The Project identified and engaged with a range of stakeholders at the state level, including government ministries, academic institutions, national NGOs, the Private Sector, and the setup SYVCUs across the five Darfur states.
- National and local stakeholders exhibited a high level of engagement and project ownership by their active involvement in project planning, implementation, and joint monitoring missions. The beneficiary communities also demonstrated ownership by contributing labor and finance to complement projects partially funded by the Project. The willingness and support of the beneficiaries to make both in-kind and monetary contributions created the enabling environment for project implementation efficiency.
- Moreover, other unforeseen challenges affected the efficiency of project implementation. These included the increasing cost of goods and services due to the high level of inflation that affected the quantity and magnitude of service provision. Payment delays led to the loss of value and increases in the cost of planned activities.
- The evaluation results showed that 89 percent of the volunteers felt the targets were realistic and they were given enough resources to help them achieve the desired results, with only 11 percent indicating that the targets were too high and not realistic. The results showed that 94.4 percent of the volunteers felt that the activities/outputs were delivered on time, while the remaining felt that delays in resource allocation affected the delivery timelines.

### **Results (Effectiveness and Impact):**

- The Project fully achieved 86.2 percent of its target for all the indicators, with some of the indicators (48.3 percent) exceeding 100 percent. Further scrutiny of the results reveals that the output and outcome level indicators achieved 95 percent and 66.7 percent, respectively.
- The results showed that the Project has improved the beneficiaries' capacities and has helped most beneficiary household members (82.3 percent) secure employment. It is interesting to note that this was slightly higher for the women beneficiaries (88.2 percent).
- The access to employment has positively impacted the beneficiaries' income levels, with 92.4 percent indicating that their incomes have increased. The increase in income levels has afforded more than half of the beneficiaries (59.5 percent) to acquire some livelihood

assets such as savings (41.4 percent), improved skills and knowledge (22.9 percent), Livestock (18.6 percent), among others.

- The majority of the youth (83.3 percent) were not employed before joining the Project. Only a few were self-employed (16.7 percent). Moreover, about 95 percent of the youth opined that the Project had increased their chances of securing employment. It is interesting to note that almost all the respondents are now engaged in employment, 50 percent in the civil and 28 percent are self-employed.
- A comparison of the monthly earnings of the youth before and after joining the Project that there is over 600 percent increase of average earnings<sup>1</sup>, with the males exceeding 1000 percent of what they used to earn. This represents a quantum leap within the project implementation period, even with the impact of the COVID 19 pandemic on businesses.
- Thirty (30) community social infrastructure projects were established and reported to be functioning. The provision of social services infrastructure and facilities to communities was listed among the three most significant project activities.
- Analysis of the results from a cross-section of community members interviewed showed that about 87 percent of the community members perceived inter-communal and inter-tribal conflicts and tensions in the communities over the last two (2) years have reduced due to the Project's interventions. Also, the youth's perception regarding peace in the communities by most people (91.1 percent) has increased.
- The evaluation results further showed that about two-thirds (72.2 percent) of the youth interviewed belonged to an association, organization, or club/network, and in the past 12 months, they have been part of activities that contributed to the peaceful resolution of conflicts. These were done through the use of community-level structures such as the Youth Council / Networks, Peace and Youth Clubs and Community-Based Organizations,
- The Project organized a Social Enterprise and Innovation Challenge dubbed Start Manage Your Own Business (SMYOB) to inculcate entrepreneurship and reduce unemployment among the youth in Darfur. The evaluation assessed the capital base of the winners before and after they received support. The results revealed that the female beneficiaries had a lower capital-base (about 72 percent of the overall average) compared to their male counterparts (about 124 percent) of the overall average) before joining the Project. However, after receiving the support, the females recorded a high increase (103 percent) in their capital base than their male counterparts (98 percent). This demonstrates that women are better able to build up their business capital much

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<sup>1</sup> The average inflation rate in Sudan in 2020 after the project ended amounted to 141.60 percent compared to 32.35 percent in 2017 when the project started. Hence business projects and other interventions that continued to be managed by beneficiaries after the project official closure date were negatively impacted. This affected the real value of actual increase of earnings. Therefore, the actual increase is likely to be less as result of this factor.



faster than men.

- Although the COVID-19 pandemic occurred after the project closure, the evaluation results showed that 73.3 percent of the respondents had been affected by this pandemic, of which 81.8 percent felt their business activities had decreased. In comparison, 18.2 percent felt that their business activities have somewhat improved. An assessment of the nature of the effect of COVID-19 on the businesses revealed a reduction in orders (67 percent), and difficulty accessing production materials (56 percent) are the predominant effects.

### **Sustainability:**

- Sustainability strategies and structures were built into the Project to ensure that the benefits last. This was done by establishing a volunteer coordination body called State Youth Volunteer Coordination Units (SYVCUs) to promote volunteer activities, enhance the institutionalization of the volunteer scheme, and ensure coordination and implementation of the Project.
- All communities that benefited from social services infrastructure such as water resource facilities continued to operate and maintained such facilities. They generate enough revenue through cost-recovery mechanisms to defray the costs associated with operations. These interventions in those communities have become self-sustaining and can be replicated in other communities with the proper guidance and structures. Mainstreaming the success stories in other areas contributes to the sustainability of the initiative.
- Micro Finance Institutions are extending credit to youth volunteers. The MFIs rely on the capacity building acquired by these volunteers as a partial guarantee for proper management of the intended business.
- Some NGOs adopted the project methodology of using youth as peace ambassadors in their intervention areas to support peacebuilding initiatives. At community levels, youth ambassadors are now involved in peace negotiations and resolutions.

The Project was therefore well designed and implemented and achieved great results. Some challenges include instability and security conditions in certain areas, limiting movement, and smooth implementation of project activities. Additionally, the geographical remoteness of some locations coupled with the lack of some basic infrastructure (poor road network) increased the length of activity implementation and compromised the quality of such initiatives.

Based on the results above, some recommendations have been made to UNDP, Implementing Partners (IPs)/Government ministries/institutions, and community members. Key recommendations are:

- UNDP should scale up the youth volunteer model to other localities. Further efforts should be made to link the community members, notably the Accumulating Savings and Credit Associations (ASCAs), to the micro finance institutions. UNDP should also ensure that funds are disbursed promptly to avoid delays that resulted in increases in prices of goods and services and the resultant budget distortions.
- The IPs and Government Ministries/Institutions should undertake follow-up initiatives to sustain the Project's gains and enhance women's empowerment, particularly in mixed groups, to reduce men's dominance when accessing loans and grants.

UNDP and Government should further strengthen the cost-recovery models for the management, operation of the infrastructure established to ensure their sustainability.

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Youth Volunteers at Graduation Ceremony in Nyala, South Darfur State

## **1.0 INTRODUCTION**

The Youth Volunteers Supporting Peace and Recovery in Darfur (YoVoReD-IV) is one of the components of the Darfur Livelihoods and Recovery Programme. The Project is a youth-centered initiative with the overall aim to accelerate peace, social cohesion and the economic recovery of conflict-affected communities in Darfur thereby laying solid foundation for sustainable development of the region. The Project is designed based on lessons from the previous phase as well as the recommendations of a Youth Needs Survey conducted in 2017. These enabled the project to adjust several components, expanding areas of success.

The two-year Project commenced in November 2017 and ended in October 2019. Having completed the fourth phase of the project implementation, the UNDP sought to understand better the results achieved over the years by measuring development outcomes and potential impacts generated by YoVoReD-IV.

### **1.1 Background**

In Sudan, UNDP supports a broad range of development interventions. Serving as the leading development integrator in the country, UNDP supports SDG-focused strategic capacity development initiatives nationwide, revolving around: inclusive socio-economic transformation and revival; restoring governance through inclusive and accountable institutions; sustaining and consolidating local peacebuilding; and investing in a new Green Deal through renewable energy and climate resilience efforts. Through active partnerships with national and international entities, UNDP strives to eliminate poverty, enable recovery, ensure effective management of natural resources, and advance peace and social cohesion.

The Darfur Livelihoods and Recovery Programme is UNDP's early recovery and nexus flagship programme in Darfur. It has set a strong foundation for expanded livelihood and economic recovery in Darfur through the implementation of four interconnected projects. The Youth Volunteers Supporting Peace and Recovery in Darfur (YoVoReD-IV) is one of the components of this Programme.

The YoVoReD-IV project consolidates the achievements of the previous phases I-III. It is a joint project led by the United Nations Development Programme (UNDP) with the support of the Government of Sudan (GoS) and United Nations Volunteers (UNV), and with funding from –

the Republic of Korea with a total budget of USD 2,625,000 covering two years period (November 2017 to October 2019).



## 1.2 Country Context

Sudan is a federal country composed of 18 states. Each state is headed by a governor (Wali), a state legislature, and different ministries such as the Ministry of Social Affairs, Ministry of Finance. Darfur is a region in the west of Sudan, and it is composed of five states: Central Darfur, East Darfur, North Darfur, South Darfur, and West Darfur. It is home to more than 160 tribes with different ethnicities, including their local language, culture, and traditions<sup>2</sup>. This diversity is a fundamental feature in Darfur and Sudan's history.



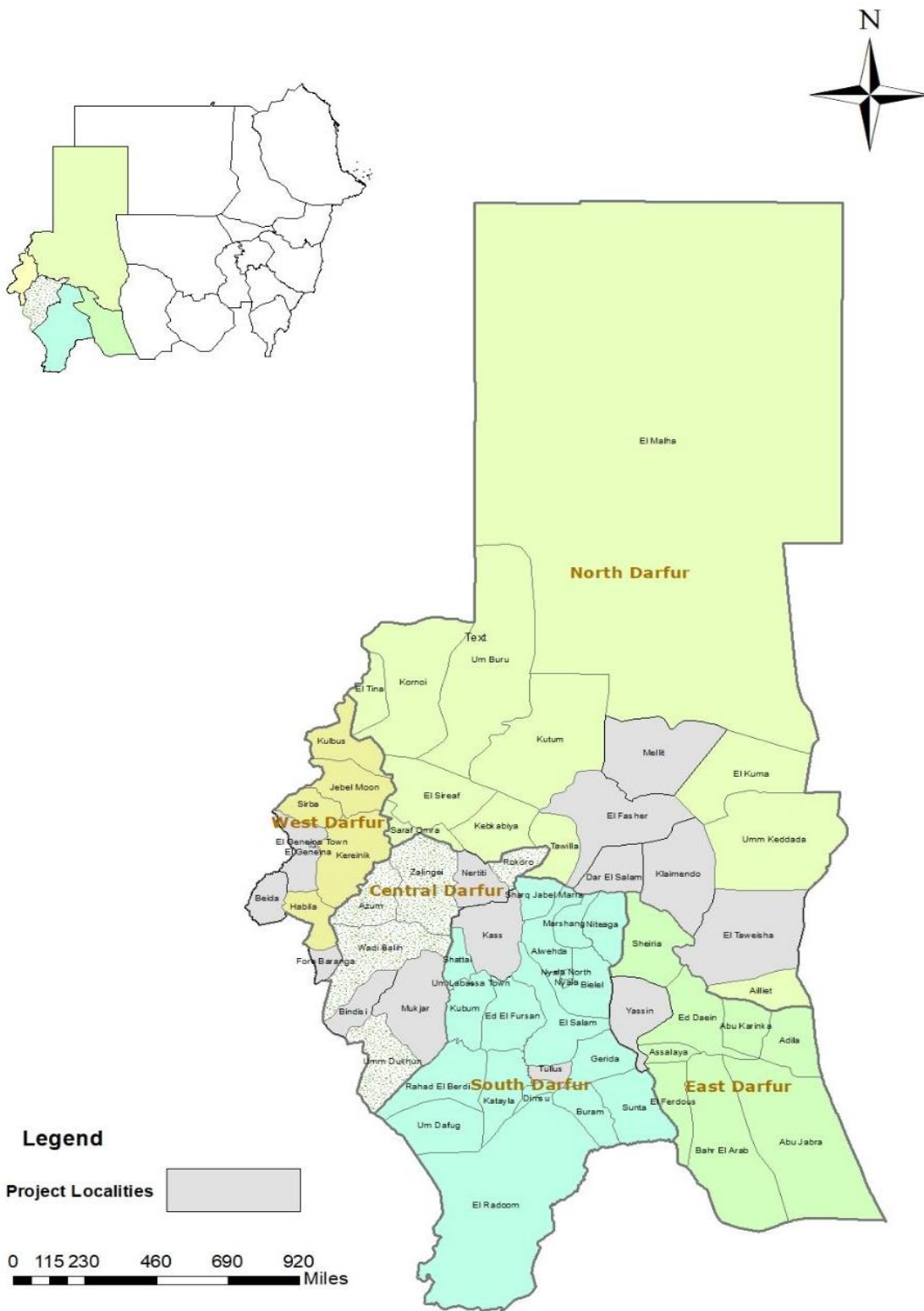
Female Beneficiary of SMYOB grants support working in her Garden in El Genina

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<sup>2</sup> United Nations Human Settlements Programme, UN-Habitat, 2020



Figure 1: Map of Darfur Showing the Project Localities



Source: Final Synthesis YoVoReD IV Project Report, 2020

The population of Sudan was estimated at 41 million in 2017. The Darfur region alone accounts for about 25 percent of the population, and about two-thirds of this population live in rural areas. Sudan also has a young population with 41 percent of the population under the age of 15, a further 20 percent between 15 to 24 years old, and less than 8 percent older than 55<sup>3</sup>.

Conflicts have plagued Darfur since 2003. Unfortunately, the youth are used as combatants of the conflict in Darfur, as in many parts of the world. This has negatively affected their development and limited their contribution to national development.

Economically, the conflict in Darfur has undermined livelihood coping strategies leaving millions reliant on food aid. Due to the conflict in Darfur, a whole generation of youth has suffered diminished educational and developmental opportunities. Youth constitute about 19.7 percent of the Darfur population, and the youth unemployment across three Darfur states is estimated to exceed 40 percent. Failure to provide appropriate educational opportunities and high school drop-out rates, combined with youth being cut off from their traditional livelihoods due to displacement, has created a double disadvantage for them.

A poverty profile conducted by the African Development Bank in 2018 showed that about 47 percent of the population of Sudan live on less than \$1.25 per day. Darfur and Kordofan are the most impoverished areas, with poverty rates as high as 67 percent in Central Darfur and South Kordofan.

### **1.3 YoVoReD-IV Description**

The YoVoReD Project targeted 50 communities in 17 localities in the five (5) Darfur States, directly benefiting 10,028 (52 percent women) vulnerable conflict-affected community members. The key objectives of the Project included:

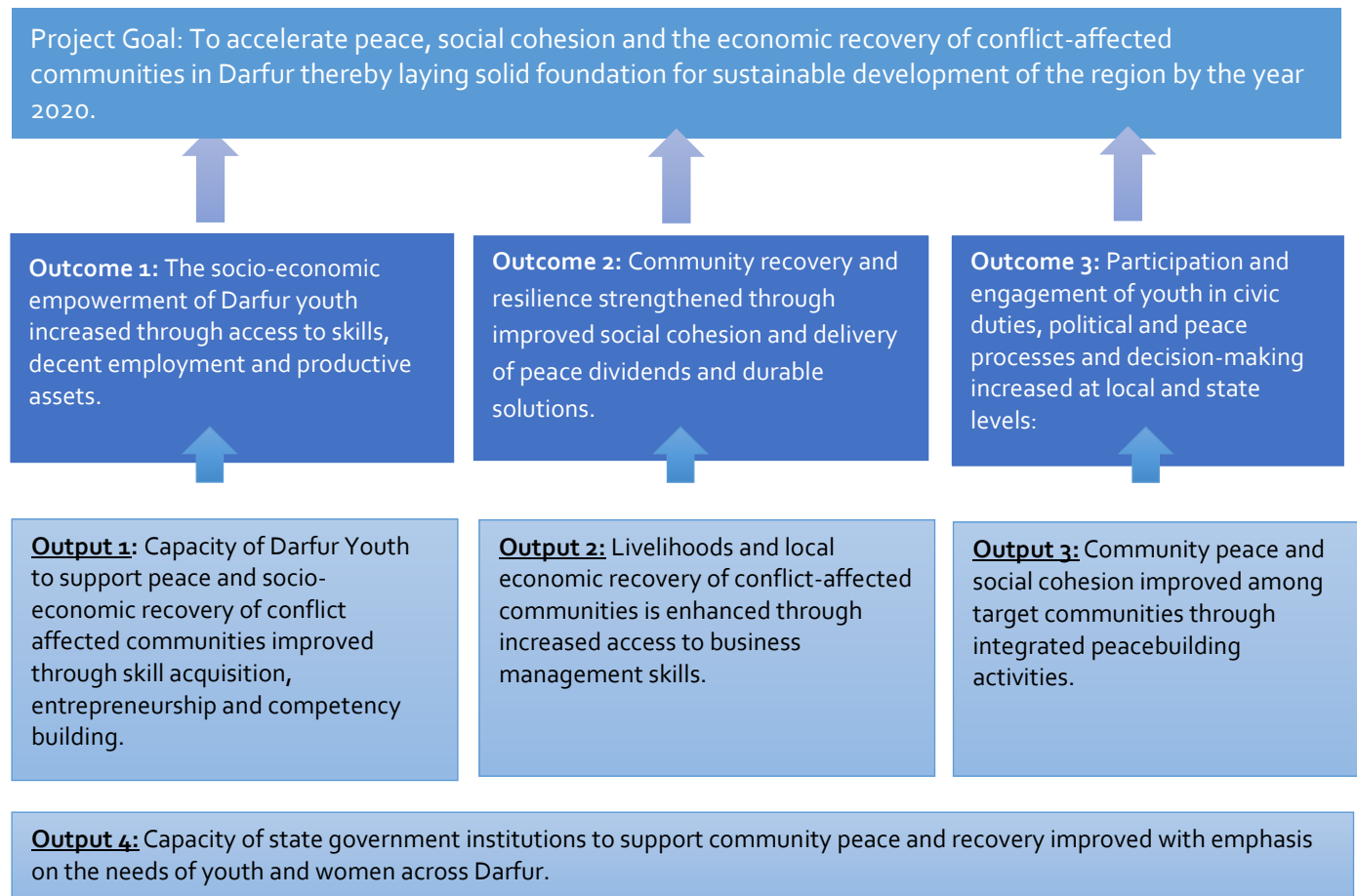
- To build the capacity of the Darfur Youth to access alternative livelihoods and employment opportunities while supporting peacebuilding and socio-economic recovery of their host communities.
- To enhance peaceful co-existence among communities through dialogue and restoration of socio-economic opportunities.
- To improve the capacity of the Government and Civil Society to address obstacles to the effective participation and engagement of youth in civic duties, political and peace processes, and decision-making at the local and state levels.

The Project worked towards achieving three (3) main outcomes and four (4) outputs, as depicted in the Project's abridged Result Framework (Figure 2).

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<sup>3</sup> African Development Bank Sudan Poverty Profile

Figure 2: YoVoReD Abridged Result Framework



#### 1.4 Evaluation Scope and Objectives

The purpose of the final evaluation was to provide an independent assessment of the impact of the YoVoReD-IV during the project's implementation phase. It sought to:

- Measure the extent to which the YoVoReD-IV has implemented its activities, delivered outputs, and how these contributed towards attaining the outcomes and development goals.
- Generate evidence-based knowledge by identifying best practices and lessons learned that could be useful for the design and development of future YoVoReD scaling-up and replicability.

The evaluation focused on measuring development results and potential impacts generated by the YoVoReD-IV. It examined the extent of delivery of outputs, activities, and inputs detailed in the project document and the associated modifications made during the two-year implementation period (November 2017 to October 2019) within the five Darfur states (see Annex 1 for the Evaluation's Terms of Reference (ToR)).

Specifically, the evaluation had the following objectives:

- Assess the results and achievements of the YOVoRED Phase IV.
- Review and assess the efficiency and adequacy of implementation arrangements and management of the Project.
- Review the effectiveness of the approach used to produce the project results.
- Document lessons learned, success stories, and good practices to maximize the experiences gained.
- Provide recommendations on sustaining and enhancing the achievements of the Project.

The evaluation followed the Development Assistance Committee's (DAC's) Evaluation Criteria focusing on five criteria: Relevance, Effectiveness, Efficiency, Impact, and Sustainability. The criteria are used to assess the Project's performance in all stages: formulation, implementation, and closing. The complete list of the questions responded to for each criterion is provided in the Evaluation Matrix, which contains the evaluation questions (key and sub-questions), data sources, and methods (attached as Annex 2).

## **1.5 Evaluation Approach and Methods**

The evaluation process took place over two months, spanning from late December 2020 to mid-March 2021. It started with a virtual meeting of the consultants and staff members of the YoVoReD Project Team on the 28<sup>th</sup> of December 2020. The Project Team used the initial meeting to briefly provide the project activities and staff supporting the implementation of interventions in the five Darfur States. Additional information on critical areas of the assignment and resources available to support the Consultants to accomplish the assignment was also provided.

Generally, the consultants adopted the participatory assessment techniques, combining surveys, key informant interviews, and focused group discussions with a review of relevant documents. The evaluation process involved various engagements with different stakeholders at different stages:

- i. Inception stage, during which the consultants presented an Inception Report detailing the methodology and analytical approach.
- ii. Desk research/review and primary data collection from stakeholders
- iii. Analysis, reporting, and incorporating comments from the project team after briefing meeting.

### **1.5.1 Quantitative and Qualitative Data Collection Methods**

The evaluation employed both quantitative and qualitative methods and strived to be evidence-based, transparent, and participatory. It complied with UNDP's Evaluation Guideline for conducting project evaluations and was guided by the Terms of Reference (ToR), as prepared by the Project Team.

The use of these mixed methods gave room for triangulation, stakeholder involvement, and validating quantitative findings through qualitative data, which enriched the depth of the analysis. This is directly in line with the use of "judicial principle," where evidence is sought from different sources (Green and South, 2006).

### **1.5.2 Field Survey**

The quantitative survey provided an opportunity to collect and use statistical data for inferences. The survey was used to collect data from the direct beneficiaries through face-to-face interviews. A total of 109 community-level beneficiaries were interviewed, including ASCAs / Micro Grant Recipients, Community Leaders, "Start Manage Your Own Business" (SMYOB) Challenge Beneficiaries, and Youth Volunteers in all the five states. Forty-four percent (44 percent) of the beneficiaries interviewed were women. This is slightly lower than the 50 percent target.

The evaluation also covered vulnerable groups such as internally displaced people or returnees. Almost half (44 percent) of the respondents were in this category.

The sample size was less than expected due to field-level challenges. However, due to the high level of homogeneity of the settlements, the data collected is representative enough and does not affect the quality of the results. According to Olsson and Valsecchi (2010)<sup>4</sup>, most of the villages in Darfur are highly homogeneous, which makes diversity extremely low at the village level.

#### Data Collection and Quality Control

The Consultants used the Kobo Toolbox (an Open Data Kit) application in the quantitative data collection. The software has proven to be effective for entering, editing, tabulating, mapping, and disseminating census and survey data. Kobo Toolbox works with Android devices and allows for data to be stored, processed, and retrieved electronically. With many Android tablets GPS-enabled devices, enumerators' location at any particular time can be verified by supervisors/consultants. This feature, combined with the record of interview durations, enabled supervisors/consultants to control quality in the data collection process.

Further quality control measures included filters that require questions to be answered right before subsequent sections are displayed. This significantly reduced wrong entries and missing data.

The system also eliminates the need for manual data entry, which has always been a significant source of errors in data processing. Finally, Kobo Toolbox allows data to be exported into various statistical software packages, including STATA, Statistical Package for the Social Sciences

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<sup>4</sup> Olsson, O. and Valsecchi, M (2010), Quantifying Ethnic Cleansing: An Application to Darfur, *Working Papers in Economics No 479*, University of Gothenburg, mimeo.

(SPSS), and CSV file formats. The data was analysed using SPSS and, to some extent Excel for data analysis.

### 1.5.3 Qualitative survey

In addition to the quantitative surveys, qualitative methods including Focus Group Discussions (FGDs) and Key Informants Interviews (KIs) were employed to determine the 'why's and how's and meaning behind the numbers. The qualitative tools, including interview guide and checklists, were administered to the youth volunteers (both males and females); staff of the Implementing Partners (IPs); staff of the state ministries (Agriculture, Social Affairs, Education, and Sports and Youth); and staff of the Peace and Development Centres within the Universities. Annex 3 contains the list of the key stakeholders interviewed.

### 1.5.4 Ethical considerations

Ethical issues were considered during the formulation and execution of the evaluation plan and tools. The ethical considerations included:

- **Informed consent:** Participants were made aware of the purpose of the evaluation, how the findings would be used, and who would have access to the findings. This was to ensure that a participant can make an informed decision as to whether they would participate in the evaluation or not.
- **Voluntary participation:** This ensured that participants participated in the evaluation free from coercion and that choosing not to answer the evaluation questions or stop answering them would not have any consequences.
- **Confidentiality:** External enumerators administered the community-level questionnaire, and the data or information is not made available to or accessed by anyone except UNDP Sudan.

### 1.5.5 Major Limitations of the Methods used.

1. Although the quantitative data collection covered all the five states and all the key categories of actors, the sample size was less than expected due to field-level challenges. However, due to the high level of homogeneity of the settlements, the data collected is representative enough and does not affect the results' quality.
2. The security situation and access difficulties did not allow field visits outside some state capitals, especially in the West Darfur State. This reduced the sample size for the community-level interviews. However, as indicated earlier, the high level of homogeneity of the settlements compensated for this shortfall.

Due to the COVID-19 pandemic and the associated restrictions, the international consultant could not secure a travel permit early enough to enable him to participate in the fieldwork.

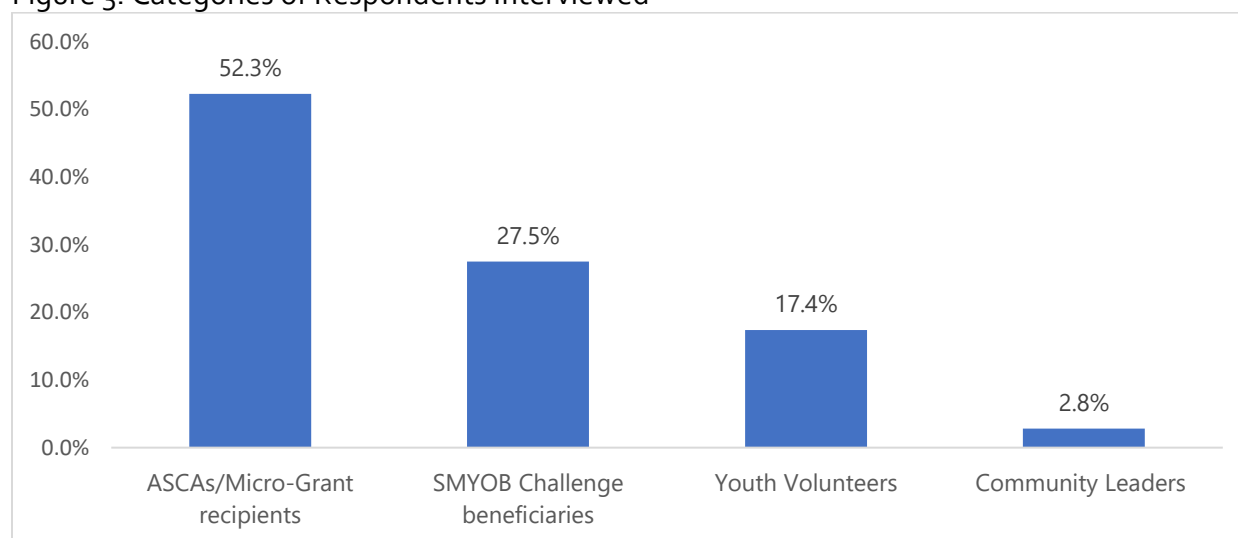
However, with the support of field enumerators, the digital system deployed, and the National Consultant covered sufficiently all the actors targeted for the interviews. Therefore, the international consultant relied on virtual means to ensure that the data collected was of high quality. Enumerator collection data from Beneficiary using Kobol Toolbox in El Fasher, North Darfur State

## 2.0 DATA ANALYSIS - LEVELS OF ANALYSIS

### 2.1 Characteristics of Community-Level Stakeholders Interviewed

The community-level interviews covered four categories of actors, as indicated in Figure 3. These included the ASCAs/Micro-Grant recipients (52.3 percent), the Start Manage Your Own Business (SMYOB), Start-Up Challenge beneficiaries (27.5 percent), Youth Volunteers (17.4 percent) and Community Leaders (2.8 percent). The average age of these respondents is 32 years, with a range from 18 to 65 years. Women constituted 44 percent of the respondents.

Figure 3: Categories of Respondents Interviewed



The results also showed that almost half (44 percent) of the respondents were internally displaced people or returnees. The remaining respondents were people within the host communities. The results showed that about 73 percent of the respondents had attained university-level education, while about 17 percent were secondary school levers. The rest were people with basic education or had studied the Quran.

### 2.2 Design: Relevance

The problem and context analysis revealed an increase in humanitarian needs in the Darfur region primarily due to protracted displacements resulting from continued conflicts between sedentary farmers and nomads. This was worsened by the influx of South Sudanese refugees into the already impoverished Darfuri communities. This put a strain on the already scarce resources. Therefore, these resources were insufficient to meet the basic needs of the vulnerable host communities and the growing number of internally displaced populations and refugees.



These host communities also faced enormous socio-economic and environmental stress from the sudden population increase.

For the most disadvantaged and vulnerable youth in peri-urban and rural communities, agriculture and livestock business remained the only opportunity. However, the youth had no access to business skills, finance, and access to markets, even though agriculture generated the largest share of wealth in Darfur, contributing about 48 percent of the area's income.<sup>5</sup>

During July-August 2016, UNDP conducted an extensive and comprehensive Youth Needs Survey across all five (5) states of Darfur to gain a deeper understanding of the state of the needs of youth in the region, identify the challenges they face, and how to harness their potentials for the recovery and development of Darfur. The study results revealed a deplorable state of youth affairs, including lack of skills and employment opportunities and limited active involvement in vital community stabilization and recovery processes in Darfur. It identified critical gaps that require urgent attention and sustained intervention.

The study recommended some entry points and viable pathways for building the capacity of youth and their communities in Darfur to better cope with the multiple and recurrent shocks and stresses and help maintain the fragile peace. Hence the Project was well conceptualized and designed in line with the needs and priorities of the people of Sudan and the Darfur region.

*“The project ’ s strategy of targeting the youth, especially the university graduates who were depressed from unemployment and lack of jobs in the government and private sectors, was a key opportunity that helped the project to achieve its results ” .*

*Implementing Partner -West Darfur*

The project document indicated the Project was also designed and anchored in some national policies and strategies, with direct reference to the Darfur region, including the following:

- The Darfur Development Strategy (DDS): This provides an agreed over-arching framework that comprehensively maps out the needs for recovery and development in Darfur under the three pillars of (i) Governance, Justice, and Reconciliation (ii) **Economic Recovery**, and (iii) Reconstruction. This aims to address the critical gaps in the coverage between humanitarian relief and long-term recovery, between chronic dependency and self-reliance/self-sufficiency. The Project's Outcome # 1 (The socio-economic empowerment of Darfur youth increased through access to skills, decent employment, and productive assets) and Outcome # 2 (Community recovery and resilience enhanced through improved social cohesion and delivery of peace dividends and durable solutions.) were informed by the DSS.

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<sup>5</sup> Van Holst Pellekaan et al. (2007), "Agriculture, Rural Development and the Environment", p.188 (World Bank staff estimates)

- The Government of Sudan 25-Years Strategy (2002- 2027): This provides an opportunity to address critical issues relating to youth empowerment. The youth volunteer scheme of the Project responds to one of the critical priorities of the strategy: **"to establish a National Volunteers Scheme for Private Sector Development."**
- The Country Programme Action Plan (CPAP): This Action Plan is between the Government of the Republic of Sudan and the United Nations Development Programme 2013-2016. It is based on the UNDAF, signed in July 2012. The CPAP goal is to support the Government in implementing its National Strategic Development Plan 2012-2016 and related policies. The Project's livelihoods initiatives, Job creation opportunities for youth, provision of basic infrastructure and facilities make it respond to CPAP's **Focus Area # 1** (Poverty Reduction, Inclusive Growth and Sustainable Livelihoods) and its corresponding **Outcomes # 1** (Improved opportunities for decent work and sustainable livelihoods) and **Outcome # 2** (Improved access to equitable and sustainable quality basic services)

In addition, the Project was aligned and contributed to several broader UN development objectives, including:

- Sustainable Development Goals (SDGs): Seven (7) out of the 17 SDG goals were identified and aligned to the project interventions.
- United Nations Development Assistance Framework (UNDAF): By supporting the development of micro-enterprises and rebuilding the capacity of communities, the Project contributes to UNDAF's **Outcome # 1** (Economic Development and Poverty Reduction) and **Outcome # 5** (Community Stabilization).
- UNDP's Youth Strategy 2014-2017: UNDP Youth Strategy provides a strategic framework for UNDP's engagement in youth programming at national and local levels. The Strategy identifies the youth as positive agents of change in their communities in times of conflict and disaster. The Project contributes to the Youth Strategy's **Outcome # 1** (Increased economic empowerment of youth) and **Outcome # 2** (Enhanced youth civic engagement and participation in decision-making and political processes and institutions).

Results from key informant interviews conducted with the state-level institutions attest to the project's relevance to the targeted population's needs. Below is a summary of the results and observations linked to the relevance of the intervention:

- All respondents unanimously indicated that the Project was very relevant to the target beneficiaries' needs as it sought to solve pertinent issues of unemployment, lack of access to credit, communal conflicts, and inadequate social service infrastructure.
- The number of jobs created through capacity-building activities further demonstrates the relevance of the Project as it contributed to reducing the graduate unemployment situation among project beneficiaries.

- The active community mobilization and stakeholders' involvement affirm the importance of the project intervention to the targeted beneficiaries.
- Community-based organizations and other non-governmental organizations benefited from capacity-building initiatives. This has positioned them to play effective advocacy, conflict resolution, and business skills development roles in their areas of operations.
- The provision of some basic social services infrastructure has created employment avenues for targeted youth, which has invariably reduced social vices linked to the absence of such facilities.
- Through youth development initiatives, the Project has helped build trust between communities, leading to reduced inter and intra-community conflicts.
- Through the Project's intervention and facilitation, Micro Finance Institutions (MFIs) are more open to engaging beneficiaries, especially women and youth, by extending credit facilities to support their business activities. This has helped bridge the finance gap and empowered women to engage in productive ventures.
- The Project strategically developed a blend of interventions that responded to the variant needs of the targeted population. These needs included but were not limited to lack of access to credit and social services infrastructure (such as water, clinics, schools, etc.), unemployment, and community and tribal conflicts.
- Project targeting was on point: the youth (especially the university graduates) who were the project's primary intended beneficiaries were depressed due to unemployment and lack of opportunities. This timely intervention served as hope, spurred them on to be committed and actively involved in all aspects of the Project's initiatives.

"The participation of the youth and the communities was because they found that the project is addressing their problems and constraints".

SYVCU Chairperson – South Darfur

### **2.3 Crosscutting Themes (Gender Equality and Environment)**

Gender equality and women empowerment was a critical component of the Project. The Project design document included a gender approach that spelt out how gender issues were to be addressed. For instance, each target community was required to host a minimum of one male and one female volunteer and a focus on capacity-building of youth, particularly women, and other "marginalized" groups within each community. The training modules also included sessions on gender studies for both the Youth Volunteers and community members. This enabled the female youth volunteers to play an active role in sensitizing and empowering women in their communities.

The Youth Volunteers and beneficiaries were to be selected, targeting at least 40 percent female volunteers. The Project selected, trained, and deployed 200 youth volunteers, of which

44 percent were females, slightly exceeding the target set. As part of the cascading process, the Youth Volunteers mobilized and trained 10,028 community members (52 percent female) on business and environmental management, supported peacebuilding, and initiated community-level projects. Also, 175 Accumulating Savings and Credit Associations (ASCA) were established to improve savings and access credit for investment, consumption, and emergencies. Women represented 47 percent of the total ASCA membership of 3,551.

Again, in the Project's logical framework, at least two output-level indicators aimed at measuring impact on gender equality or women's empowerment were included. All project data are also disaggregated by sex, where possible. These characteristics of the Project made it a strongly gender-mainstreamed project.

Environmental sustainability issues were also built into the Project. These included:

- Awareness raising activities on conflict prevention, management and transformation over natural resources.
- Environmental training to community members, including Community Environment Action Planning (CEAP) and natural resource management.
- Clean-up activities and awareness-raising exercise in the communities.
- Promotion of community forestry through tree planting exercises.

#### **2.4 Process: Efficiency, Ownership**

YoVoReD is a component of the Darfur Livelihoods and Recovery Programme, which counts on a Programme Board that provides strategic direction and executive management decisions to the Programme Manager. As indicated in the programme document, the Programme Board is comprised of the UNDP Deputy Country Director - Programme, Head of the Stabilization and Governance Cluster, Programme Manager, Programme Officer, State Government officials of South, North, West, East and Central Darfur, Representatives of Government, National NGOs, CBOs, and donors.

To ensure efficiency and ownership, the Project identified and engaged with some stakeholders at the state level, as follows:

Government Institutions: This category included the State Ministry of Youth & Sport, State Ministry of Finance, and State Ministry of Social Affairs. Others are the Peace Centres in the universities across all five states (under the State Ministry of Education).

National Non-Governmental Organizations: The Project partnered with seven (7) NGOs registered with the Humanitarian Aid Commission (HAC) in their respective states. They ensured the implementation of project activities at the community level in their respective states.

State Youth Volunteer Coordination Units (SYVCUs): The SYVCUs were established in all the five Darfur states to boost state and local institutions' capacity to assume their roles as primary duty-bearers and to provide leadership for peace and recovery in Darfur. The SYVCUs consist of

UNDP, the State Ministry of Youth & Sport (MoYS), NGOs (implementing partner), State Ministry of Finance (MoF) and State Ministry of Social Affairs (MoSA), and Peace Centres in the Universities.

Key informant interviews conducted with the state-level institutions revealed several ownership pointers. Below is a summary of the results and observations linked to ownership:

- National and local stakeholders exhibited a high level of project ownership by their active involvement in all joint supervisory and monitoring missions. A typical example of ownership is exhibited by the Ministry of Youth and Sports, who acted as a reference for beneficiaries, kept all relevant records, and monitored the Project implementation activities.
- Beneficiary communities demonstrated ownership by actively engaging and leading in identifying and prioritizing activities, contributing labor and finance to complement initiatives partially funded by the Project. Community projects implemented have about twenty percent (20 percent) contribution from the local community, including labor.
- Communities also supported the deployment of Youth Volunteers by offering them accommodation, venues for training, and security to enable them to do their work.
- National agencies took a keen interest in project interventions through initiatives that ensured proper oversight responsibility in their supervisory role. They also demonstrated ownership by facilitating negotiations between beneficiaries and other service providers.
- Key stakeholders kept good records of all activities. The resultant outcome of this role was their ability to act as liaisons between financial institutions and beneficiaries, leading to an increase in the number of people who could access loans or grants from these institutions.
- The targeted youth and communities were actively involved in identifying and selecting activities and the needed social infrastructure for their areas. This resulted in their active participation and ownership of such projects/activities as they emanated from their decisions and choices.
- Selected community leaders supervise all running costs and maintenance of social services infrastructure. This invigorated their commitment and ownership of such facilities.
- All stakeholders collaborated and worked collectively to ensure project results were realized. This was possible as they were responsible for work plan development and activity rollouts.

- The management of the revolving fund by the Implementing Partners with the involvement of the community leaders and youth groups further catalyzed strong ownership of project intervention.
- National agencies took the initiative to encourage more communities, especially youth, to replicate the Project's successful outcomes in other communities.
- The excellent coordination and cooperation between SYVCU members, positive support from community leaders and other stakeholders, and a high level of participation and commitment from targeted youth ensured project results were attained.

Also, the key informant interviews revealed several efficiency issues. Below is a summary of the results and observations linked to efficiency:

- Cooperation and commitment exhibited by targeted communities and beneficiaries ensured seamless project implementation.
- The willingness and support of the beneficiaries to make both in-kind and monetary contributions created the enabling environment for project implementation efficiency.
- Other unforeseen challenges affected the efficiency of project implementation. These included.
  - a. The increasing cost of services resulting from the high level of inflation affected the quantity and magnitude of service provision.
  - b. Whilst some respondents complained about the impact of COVID-19 on their businesses, this cannot be attributed to efficiencies in project implementation per se.
  - c. Payment delays led to the loss of value and increases in the cost of planned activities. This is especially so when funds are transferred to implementing partners in local currency, which is affected by prevailing hyper-inflation.
  - d. Limited resources affected effective follow-up, especially the recovery of loans provided to beneficiaries.
  - e. Most of the participating financial institutions had liquidity challenges. There were several occasions when the banks had no cash to give out to customers leading to the suspension of planned activities.
  - f. Allocated budgets did not take into consideration variations and unique challenges with different locations. This affected implementation in the hard-to-reach and disadvantaged communities.

## **2.5 Project's M&E Design, Implementation, and Overall Quality**

The Project developed a Monitoring and Evaluation Strategy which outlined the Project's outcomes and outputs, the indicators to be tracked, baselines, targets, activities, and the monitoring plan.

Whereas the Project had planned to implement a robust online monitoring system that would help track activities and outputs in real-time, the system could not be deployed due to restrictions imposed by the Government following the changed political system and the higher-than-expected cost of deploying such systems in Sudan.

Monitoring activities were carried out through field visits to communities and sites for data collection using the network of volunteers trained and deployed. The Project trained the Youth Volunteers on project planning, implementation, and monitoring, and evaluation. One of the key responsibilities assigned to the Youth Volunteers was monitoring activities and reporting. UNDP designed monitoring/data collection sheets that the Youth Volunteers used to report on project progress. This allowed UNDP to collect data on the number of persons who benefited from various project activities.

Given that the Project engaged 200 youth volunteers and targeted 10,000 beneficiaries in 50 communities, it implied that at least each volunteer was expected to reach out to at least 50 community members. To assess whether the Project set realistic targets commensurate with available time and other resources, the youth volunteers were asked whether the target set for them by the Project to accomplish were realistic and whether they were given enough resources to ensure that they delivered on time and achieved the desired target. The evaluation results showed that 89 percent of the volunteers felt the targets were realistic and they were given enough resources to help them achieve the desired results, with only 11 percent indicating that the targets were too high and not realistic.

The results showed that 94.4 percent of the volunteers felt that the activities/outputs were delivered on time. The others felt that there were sometimes delays in resource allocation, which affected the delivery timelines.

In addition to the monitoring role of the Youth Volunteers, the Project M&E Officer and Youth Coordinators in all the states conducted field visits to monitor on-going activities to ensure activities were implemented on schedule. This allowed UNDP to track the project outputs and provided the needed guidance to the Implementing Partners.

Again, the Project established Joint Monitoring Mechanism at each state involving the State Youth Coordinating Units, including the Ministry of Youth, UNDP, and Implementing Partners, to embark on field visits to monitor the project implementation status. It also allowed the State Coordination Units to provide advice and ensured the Youth Volunteers' safety and welfare.

Unfortunately, joint monitoring visits to some communities were not possible due to the nature of the roads, especially during the rainy season. UNDP could not embark on field visits at the peak of the revolution due to frequent demonstrations at the state and locality capitals and inter-communal/inter-tribal conflicts.

However, there is a need to improve field data collection and analysis by deploying online mobile data collection applications to enable real-time data collection and analysis to enhance the decision-making process. The internet connectivity in Sudan is improving, and there is a need to factor into the next phase of the Project, providing Tablets to the Youth Volunteers to enhance timely information sharing among key actors. There is also the need to institute community-level monitoring mechanisms at the onset of the project implementation phase. The community monitoring mechanisms should be capacitated to monitor infrastructure projects and ensure contractors deliver to specification and report to UNDP progress/challenges in implementing project activities. This is particularly useful in hard-to-reach communities.

## 2.6 Results: Effectiveness, Impact

This section assesses the attainment of development results by comparing the expected planned results and to those achieved at the goal and outcome level.

### 2.6.1 Indicator Performance against Life of Project Targets

An analysis of the YoVoReD project indicator matrix shows that 29 indicators were established across the outcome and output level results (Table 1). A review of the achievement of the indicators against the Life of Project (LoP) targets shows that on the whole, the Project fully achieved 86.2 percent of its target. It is worth noting that the achievements of some of the indicators (48.3 percent) were over 100 percent. Thus, indicators in which the Project did not meet the stated target were only 13.8 percent. Further scrutiny of the results reveals that the output and outcome level indicators achieved 95 percent and 66.7 percent, respectively. The Project's Indicator Performance Matrix is attached as Annex 4.

Table 1: Summary of Indicator Performance Against LoP Target

Level of Result	Level of indicator achievement					
	100 percent ≥		100 percent <		Total	
	Freq.	percent	Freq.	percent	Freq.	percent
Outcome	6	66.7	3	33.3	9	100.0
Output	19	95.0	1	5.0	20	100.0
Total	25	86.2	4	13.8	29	100.0

Source: Computed from data in YoVoReD Project Result matrix



Table 1 shows that 86.2 percent of the 29 indicators were fully achieved, while 13.8 percent (4 out of the 29 indicators) were only partially achieved.

## 2.7 Socio-Economic Empowerment of Youth (Outcome 1)

The Project undertook a number of interventions to improve the skills and employability of the youth of Darfur and facilitated the acquisition of productive assets. The analysis below highlights the outcome of the youth empowerment initiatives.

### 2.7.1 Capacity Improvement and Access to Decent Employment

The community members were asked to mention the three most significant results achieved by the Project, and 66 percent of the respondents mentioned improved capacity from the various training provided, as shown in Table 2.

Table 2: The most significant results achieved by the Project in the community

Results Achieved by the Project in the Community	Freq	Percentage of Respondents
Provision of grants and loans to the YV and some community member which improves their livelihoods	75	69 percent
The Project has raised the capacity of the youth and the community through training in different fields	72	66 percent
The Project raised the capacity of the youth on peacebuilding and conflict resolution.	61	56 percent
The Project has provided communities with social services infrastructure and facilities	26	24 percent
The Project has empowered female beneficiaries to contribute to the decision making of their interest	23	21 percent
The Project encouraged the government institutions to acknowledge the role of the youth in peacebuilding and development	22	20 percent

The results showed that the Project had helped most beneficiary household members (82.3 percent) secure employment, as indicated in Table 3. It is interesting to note that this was slightly higher for the women beneficiaries (88.2 percent).

Table 3: Project Beneficiaries that secured employment as a result of the project intervention.

Secure Employment	Female		Male		Total	
	Freq	Percent	Freq	Percent	Freq	Percent
No	4	11.8	10	22.2	14	17.7
Yes	30	88.2	35	77.8	65	82.3
Total	34	100	45	100	79	100

The household member's primary occupations now or after joining the Project are self-employment (70.1 percent) and civil service (20.9 percent). The rest were involved in NGO and Security sectors.

Findings from the key informant interviews with the state-level stakeholders buttress these results. The findings showed that the graduate unemployment situation among the targeted population had reduced significantly as the Project has provided employable skills to these youth. Some of them have established their businesses, while some state institutions have employed others.

### 2.7.2 Household Incomes and Assets Acquisition

The data showed that 92.4 percent had experienced an increase in their income levels. Again, the women showed a slight improvement than their male counterparts (Table 4).

Table 4: Perception of Change in Incomes

Change in Income	Female		Male		Total	
	Freq	Percent	Freq	Percent	Freq	Percent
Yes	32	94.1	41	91.1	73	92.4
No	2	5.9	3	6.7	5	6.3
Not sure		0.0	1	2.2	1	1.3
Total	34	100.0	45	100.0	79	100.0

The increased incomes have enabled more than half of the beneficiaries (59.5 percent) to acquire some livelihood assets (Table 5).

Table 5: Acquisition of livelihood assets within the project period

Acquisition of Livelihood Assets	Sex					
	Female		Male		Total	
	Freq	Percent within perception level	Freq	Percent within perception level	Freq	Percent within perception level
No	13	38.2	19	42.2	32	40.5
Yes	21	61.8	26	57.8	47	59.5
Total	34	100	45	100	79	100

These assets include increased income and savings (41.4 percent), improved skills and knowledge (22.9 percent), Livestock (18.6 percent), among others.

### 2.7.3 Impact of the Youth Volunteer Scheme

The Project addressed the main challenges of natural resource management and poverty reduction by establishing a youth-led volunteer scheme focusing on women and other vulnerable groups. Two hundred (200) new young graduates from Universities in Darfur received intensive training in business and environmental management, including entrepreneurship skills, income generation, microfinance, value chain integration, natural resource management, forestry, and climate change adaptation. Women represented about 44 percent of the 200 Youth Volunteers recruited and trained.

The evaluation sought to assess the impact of the volunteer scheme on youth and community development. Eighteen (18) of these volunteers were interviewed during the evaluation period. The results indicated that 16 (88.9 percent) were volunteers at the community level, while 2 (11.1 percent) were Youth Peace Ambassadors.

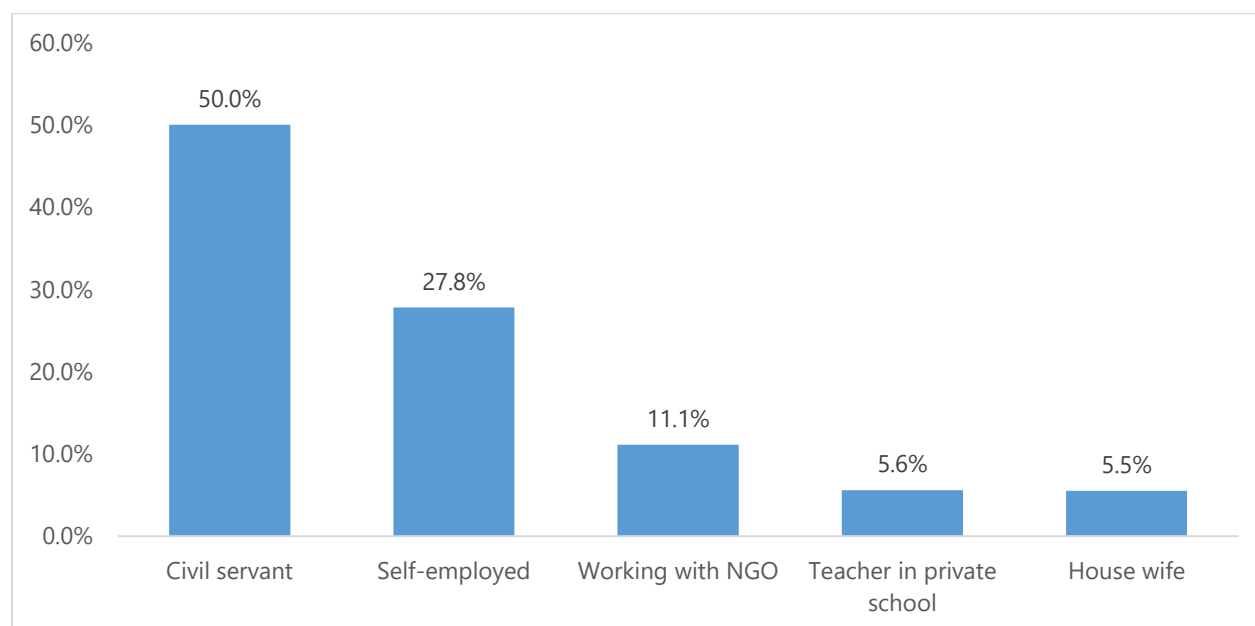
“The project has changed the mentality of the beneficiary youth by giving them a different perspective of life. With employable skills and the right network, you can do something for yourself without necessarily depending on the government for employment. A typical example is the welding workshop and cement block making factory in Yassin locality where both male and female workers are engaged and making a living”

- Implementing Partner -

The evaluation results showed that the capacity of most of the youth (72.2 percent) to access employment and business opportunities has increased due to the Youth Project. However, some

of them (16.7 percent) feel their capacities have not increased, while 11.1 percent were unsure whether their capacities have increased.

Figure 4: Primary Occupation of the Youth After Joining the Project



The majority of the youth (83.3 percent) were not employed before joining the Project. Only a few were self-employed (16.7 percent). It is important to note that ***about 95 percent of these youth now feel that the Project has increased their chances of securing employment.*** Moreover, almost all the respondents are now engaged in employment. This included 50 percent working in the civil and public service, and 28 percent are self-employed, as shown in Figure 3.

A comparison of the monthly earnings of the youth before joining the Project and now (after joining the Project) shows that there is over **600 percent increase** in average earnings now<sup>6</sup>, with the males exceeding 1000 percent of what they used to earn (Table 6). This represents a quantum leap in the face of the impact of the COVID 19 pandemic on SMEs in Sudan.

<sup>6</sup> The average inflation rate in Sudan in 2020 after the project ended amounted to 141.60 percent compared to 32.35 percent in 2017 when the project started. Hence business projects and other interventions that continued to be managed by beneficiaries after the project official closure date were negatively impacted. This affected the real value of actual increase of earnings. Therefore, the actual increase is likely to be less as result of this factor.

Table 6: Comparison of monthly earnings before joining the Project and now (after joining the project)

Sex	Average Monthly Earnings Before Project		Average Current Monthly Earnings After joining Project		Difference		Percentage Change
	SDG	USD <sup>7</sup>	SDG	USD	SDG	USD	
Female	3,350.0	60.9	9,605.6	174.6	6,255.6	113.7	187%
Male	1,955.6	35.6	28,500.0	518.2	26,544.4	482.6	1,357%
Total	2,652.8	48.2	19,052.8	346.4	16,400.0	298.2	618%

## 2.8 Community Recovery and Resilience (Outcome 2)

### 2.8.1 Community Improvement Projects

To improve the social amenities in the target communities, the Project planned to construct about 30 community improvement projects in the various localities. The evaluation sought to find out whether these facilities were constructed. The provision of social services infrastructure and facilities to communities was listed among the three most significant results achieved by the Project in the communities. Table 7 provides a list of the community projects.

Table 7: Community Projects Constructed:

Type of Project	Freq	Percent
Borehole	6	20.0
Cement block machine	1	3.3
Classroom	11	36.7
Community center	1	3.3
Event items	2	6.7
Health Unit	4	13.3
Teachers' guest House	1	3.3
Toilet facility	1	3.3
Youth Centre	3	10.0
<b>Total</b>	<b>30</b>	<b>100.0</b>

<sup>7</sup> The rate was 1 USD to 55 SDG.

## 2.8.2 Peace and Social Cohesion

The Project also contributed directly towards promoting peace and prevention of conflicts. The evaluation, therefore, sought to assess the impact of the Project on the conflict situation in Darfur. Analysis of the results from a cross-section of community members interviewed showed that about 87 percent of the community members perceived inter-communal and inter-tribal conflicts, and tensions in the communities have reduced over the last two years due to the Project's interventions (Table 8). This is consistent with the findings of the end-line survey.

“One of the good practices I identified during the project implementation is that the youth started to form networks with their colleagues in other states and discussing issues concerning their states and the entire Darfur Region, especially with regard to peace, development and democracy”

- Implementing Partner – South Darfur

Table 8: State of inter-communal and inter-tribal conflicts and tensions in the communities over the last 2 years

Perception Level of Conflicts and Tensions	Sex					
	Female		Male		Total	
	Freq	percent within perception level	Freq	Percent within perception level	Freq	Percent within perception level
Increased	4	11.8	4	8.9	8	10.1
Reduced	29	85.3	40	88.9	69	87.3
Remained the same	1	2.9	1	2.2	2	2.5
Total	34	100	45	100	79	100

Also, the youth's perception concerning peace in the communities by most people (91.1 percent) has increased. Incidentally, this is the same for both sexes (Table 9).

Table 9: Perception of the youth with regards to peace in the community

Perception Level of Youth with Regards to Peace	Sex					
	Female		Male		Total	
	Freq	Percent within perception level	Freq	Percent within perception level	Freq	Percent within perception level
Increased	31	91.2	41	91.1	72	91.1
Reduced	1	2.9	2	4.4	3	3.8
Remained the same	2	5.9	2	4.4	4	5.1
Total	34	100	45	100	79	100

All the youth volunteers interviewed confirmed an increase in people's perception about the level of peace among the youth in the communities. Below is summary results and observations linked to peace and social cohesion based on the key informant interviews conducted at the state level.

- There is an improvement in social cohesion, as trust has improved among communities and tribes in the project intervention areas. Joint events and activities initiated by the Project have fostered such unity among beneficiaries from diverse backgrounds. Network building among youth from different groupings has also increased significantly.
- The Project created an enabling environment for different tribes and communities to engage in social activities despite some lingering mistrust among some communities and tribes. This placed them in a perfect position to serve as peace ambassadors in their respective communities.
- The success of some project initiatives especially involving the youth, affirms the notion that youth, if well mobilized and impacted with the requisite skills, can take up community and national leadership in the near future.

### 2.8.3 Access to Grants and Loans to Start Own Businesses

The Project provided valuable resources, including grants to help the youth start their businesses through a Social-Enterprise and Innovation challenge dubbed *Start Manage Your Own Business (SMYOB)*. The SMYOB Challenge was designed to empower Darfuri youth to develop innovative business ideas with social impact, cultivate entrepreneurial attitude, increase their knowledge in establishing and running businesses with a social impact. In addition, it provided mentoring and financial resources that supported the youth.

The evaluation results showed that all the 30 SMYOB Challenge beneficiaries interviewed received grants from the Project through a competitive process. An average of SDG98,523.3

(USD1,791.3) was provided as grants to each of the winners of these competitions, as provided in Table 10.

Table 10: Amount Received by SMYOB Beneficiaries

Sex	Amount Received (SDG/USD)						
	Average Amount			Max		Min	
	SDG	USD	percent	SDG	USD	SDG	USD
Female	113,764.3	2,068.4	115	500,000.0	9,090.9	50,000.0	909.1
Male	85,187.5	1,548.9	86	200,000.0	3,636.4	48,000.0	872.7
Total	98,523.3	1,791.3	100	500,000.0	9,090.9	48,000.0	872.7

The results showed that the female participants received more than their male counterparts (115 percent of the overall average). The difference between what the females received was almost 30 percent more than what the males received.

The kind of businesses engaged in by these grant beneficiaries included Crop/vegetable/flower production (20 percent), Store operation (16.6 percent), handicrafts and designs (13.3 percent), animal production/rearing (13.3 percent), and service provision (10 percent). The rest were food processing, artisanry (masonry, carpentry, metalwork), oil recycling, and studio operations. The results revealed that 96.7 percent of these grant beneficiaries have had their businesses improved.

The evaluation assessed the winners' capital before joining the Project and their capital now (after joining the Project). The results revealed that the female beneficiaries had a lower capital (about 72 percent of the overall average) compared to their male counterparts (about 124 percent) of overall average) before joining the Project (See Table 11).

Table 11: SMYOB Beneficiaries' Capital Before Joining the Project (SDG/USD)

Sex	Amount of Capital before joining (SDG/USD)					
	Average Amount		Percent Difference	Max		Min
	SDG	USD		SDG	USD	
Female	12,286.3	223.4	72.40	100,000.0	1,818.2	-
Male	21,062.5	383.0	124.10	185,000.0	3,363.6	-
Total	16,966.9	308.5	100.00	185,000.0	3,363.6	-





Phone Charging, Airtime Credit and Mobile Money Transfer Services in Edaen

However, after joining the Project and investing the grants into their businesses, the females are accumulating more capital now (about 103 percent of the overall average) compared to their male counterparts, who have about 98 percent of the overall average (Table 12). This demonstrates that women are better able to build up their business capital much faster than men. It is worth noting that both sexes were engaged in similar businesses, except that only women were involved in the animal production/rearing.

Table 12: SMYOB Beneficiaries' Capital now (after joining the Project) (SDG/USD)

Sex	Amount of capital from business now (SDG/USD)						
	Average Amount <sup>8</sup>		Percent Difference	Max		Min	
	SDG	USD		SDG	USD	SDG	USD
Female	220,642.9	4,011.7	102.8	1,000,000.0	18,181.8	10,000.0	181.8
Male	209,562.5	3,810.2	97.6	800,000.0	14,545.5	-	
Total	214,733.3	3,904.2	100.0	1,000,000.0	18,181.8	-	

<sup>8</sup> Largely, this amount represents the initial grants received from the project that was invested in the social enterprises

Comparing the average capital of the beneficiaries before and after joining the Project revealed that there had been over 1000 percent change in capital accumulation, with the females achieving almost 1700 percent (Table 13). This shows a massive improvement in these project beneficiaries' financial situation, even amid the challenges associated with the COVID 19 pandemic.

Table 13: Comparison of SMYOB beneficiaries' capital before joining the Project and now (after joining the Project)

Sex	Average Capital Before Project		Average Capital After joining Project		Difference		Percent Change
	SDG	USD	SDG	USD	SDG	USD	
Female	12,286.3	223.4	220,642.9	4,011.7	208,356.6	3,788.3	1,696
Male	21,062.5	383.0	209,562.5	3,810.2	188,500.0	3,427.3	895
Total	16,966.9	308.5	214,733.3	3,904.2	197,766.4	3,595.8	1,166

## Impact of COVID-19 on Business Performance

### Success Story 1

"In September 2019, I received SDG23,850 (USD434) from UNDP through the Voluntary Network for Rural Help and Development (VNRHD), a YoVoReD-IV project's implementing partner, as a loan.

I used SDG8,000 (USD145) of the loan amount to purchase cooking utensils and food items. With that, I started preparing food (breakfast) and selling it to pupils of the village school. Every day I prepared food, took it to the school and sold it to the pupils during breaks. My daily profit from this activity was SDG600-800 (USD11-15). From this profit, I repaid the loan within three months and used the rest to address my family needs. Unfortunately, this activity stopped when the schools were closed down due to the COVID-19 Pandemic.

I saved the remaining SDG15,850 (USD288) from the grant. In July 2020, I used it to pay for farm inputs and services (seed, tractor ploughing etc) and cultivated groundnuts and sorghum. In October 2020, I harvested my crops and got 14 Guntara of groundnuts (310 kg) and 4 sacks of sorghum (90kg / sack). These produce are currently (February 2021) valued at SDG168,000 (USD3,055). Thanks to UNDP, the YoVoReD-IV project for this great support."

- Female Beneficiary -North Darfur

### Success Story 2

"After we received trainings on different topics including livelihoods and food security, we submitted a proposal to the project to secure funds for livestock fattening and trading in cash crops. We received SDG 85,900 (USD1,562) as a loan in September 2019.

First, we purchased 15 sheep, fattened them for 65 days and sold them. Then, we used the proceeds to purchase 5 cows, fattened them for 45 days and sold them again. We made profit from these two activities, and repaid our loan of SDG85,900.

Subsequently, we purchased 51 sacks of millet (90kg/sack) with the money we had from the sale of the livestock. We stored them for 3 months for the price to appreciate, then we sold them in August 2020. From the returns on this investment, we went ahead to purchase 12.5 tons of groundnuts in October 2020, and stored.

Today, February 8, 2021, our stored groundnuts is valued at SDG550,000 (USD10,000). We thank the YoVoReD-IV project for enhancing our capacity to reach this level. The livestock and cash crops businesses are lucrative and we will continue to engage in them".

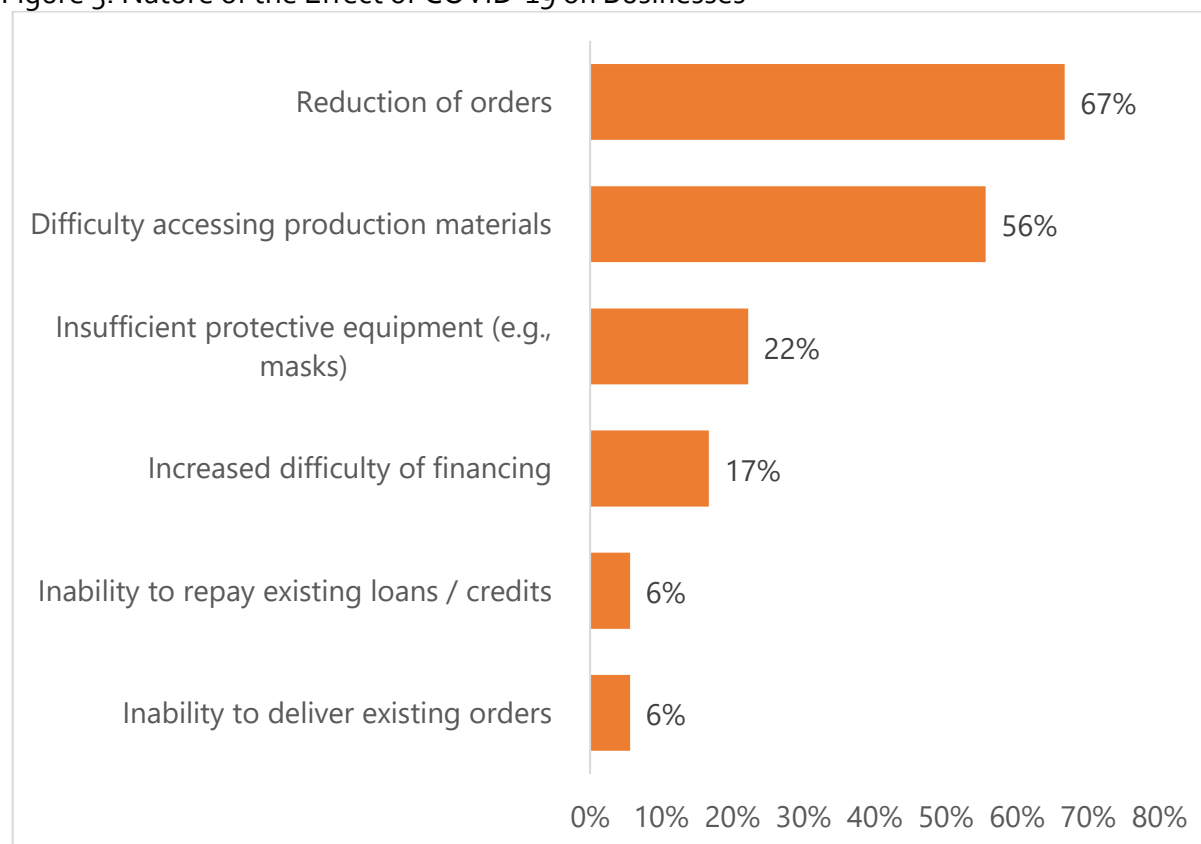
- Beneficiary Group – West Darfur

COVID-19 has severely impacted businesses and employment opportunities around the world. Hence, the evaluation sought to know whether the COVID-19 pandemic, which occurred after

the project closure, has affected these beneficiaries' businesses. The results showed that 73.3 percent of the respondents had been affected by the pandemic, of which 81.8 percent felt that their business activities have decreased, while 18.2 percent felt that their business activities have somewhat improved. Further analysis revealed that the females were the most affected by the pandemic (61.1 percent of those negatively affected).

An assessment of the nature of the effect of COVID-19 on the businesses revealed a reduction in orders (67 percent), and difficulty accessing production materials (56 percent) are the predominant effects (Figure 5).

Figure 5: Nature of the Effect of COVID-19 on Businesses



#### 2.8.4 Accumulating Savings and Credit Associations (ASCAs)

The Project also established Accumulating Savings and Credit Associations (ASCAs) across the five states to improve savings and access credit for investment, consumption, and emergencies. The Project selected the best-organized groups and awarded them an initial capital of SDG 85,000 (USD1,545.5) per group. One of the criteria for selecting the best ASCA was "gender equity in the groups." This capital was used as seed money for lending to group members.

Out of the 17 ASCA members interviewed, 7 (41 percent) indicated that they had received credit from the group.

The Project also provided micro-grants to trained community members and savings groups to expand or diversify micro and small businesses through a business proposal challenge. Out of the 57 members interviewed, 40 (70.2 percent) also indicated that they had received grants from the Project.

The average amount provided to the ASCA members as credit was SDG71,912.1 (USD1,307.5). There was no remarkedly difference in the amount borrowed by males and females, as indicated in Table 14. Similarly, there was no difference in the amount given by the Project to both sexes to the community members (see Table 15).

Table 14: Credit Amount Received from ASCAs (SDG/USD)

Sex	Average		Max	
	SDG	USD	SDG	USD
Female	86,400.0	1,570.9	86,400.0	1,570.9
Male	69,497.5	1,263.5	85,950.0	1,562.7
Total	71,912.1	1,307.5	86,400.0	1,570.9

Table 15: Grant Amount Received from the Project (SDG/USD)

Sex	Average		Max	
	SDG	USD	SDG	USD
Female	30,858.8	561.1	85,785.0	1559.7
Male	29,772.3	541.3	85,950.0	1562.7
Total	30,342.7	551.7	85,950.0	1562.7

Key informant interviews with the IPs revealed that women empowerment was enhanced as the project targeted men and women's equal participation in activities. The provision of grants and loans to women significantly increased their economic activities and improved their livelihoods.

Table 16: Repayment of Credit

Credit Repayment	Female	percent within Sex	Male	percent within Sex	Total
No	17	38.6	27	61.4	44
Yes	8	61.5	5	38.5	13
Total	25		32		57

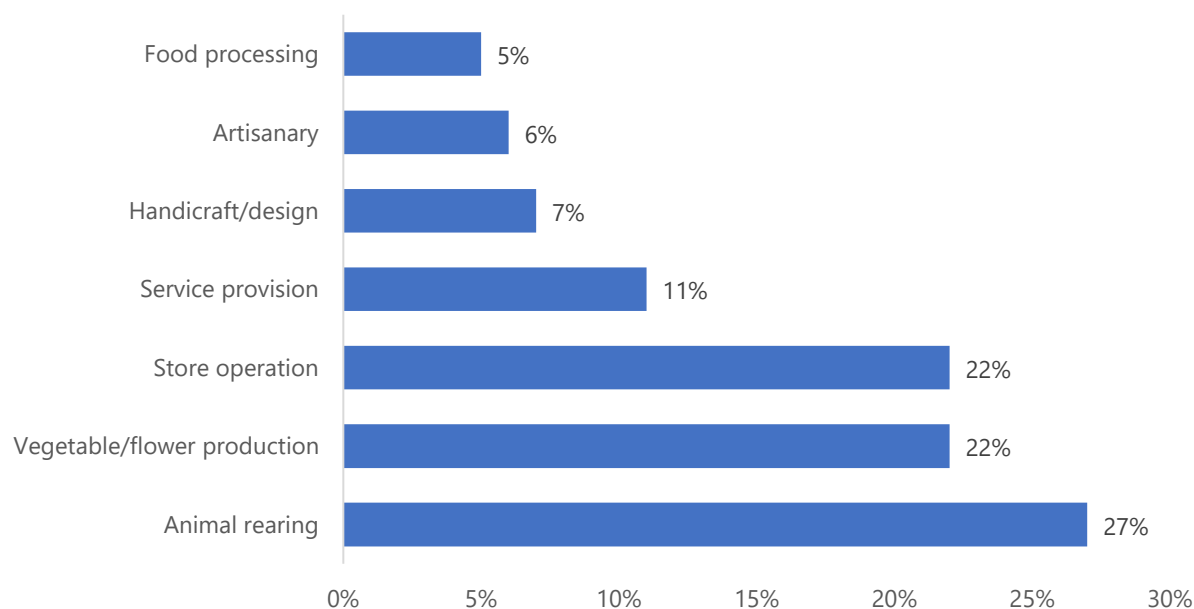
Regarding repayment of the credit received, only 22.8 percent indicated that they have repaid the credit received. Further analysis of the data revealed that out of those who repaid, about

two-thirds (61.5 percent) of them were women (Table 16). Thus, women recorded the highest repayment rate and can be considered as creditworthy more than men. Group credit repayment is essential because of the sustenance of the scheme. If the men continue to take loans from the group and unwilling to repay, the scheme will collapse with time. This is particularly so because apart from the belongingness (58.8 percent), key among the benefits derived from being a member of the ASCA group is their ability to access loan/credit (41.2 percent) and business advisory service (23.5 percent). So, if this is taken away, then belongingness only may not keep the group together.

The evaluation also sought to ascertain how the credit and grants were used. The results showed that most of those who took credit used it as a start-up capital (71.4 percent), and the rest invested it into their existing businesses (28.6 percent). Of those who received the grant from the project, 43.4 percent used it as start-up capital, while 35.8 percent invested it in their existing businesses. The rest used it to pay for household expenses (13.2 percent) and payment for children's school fees (7.6 percent).

Almost half (49 percent) of the credit and grant beneficiaries invested the money in agricultural production, i.e., livestock rearing, crop production, vegetables, and flowers, as shown in Figure 6.

Figure 6: Kind of Businesses being Undertaken



The results showed that the majority (91.2 percent) of the beneficiaries have had their businesses improved. A comparison was made between recipients of financial support and non-recipients (before and after the project). The results showed that those who had credit from ASCA had about 31 percent improvement in their average capital than those who did not.

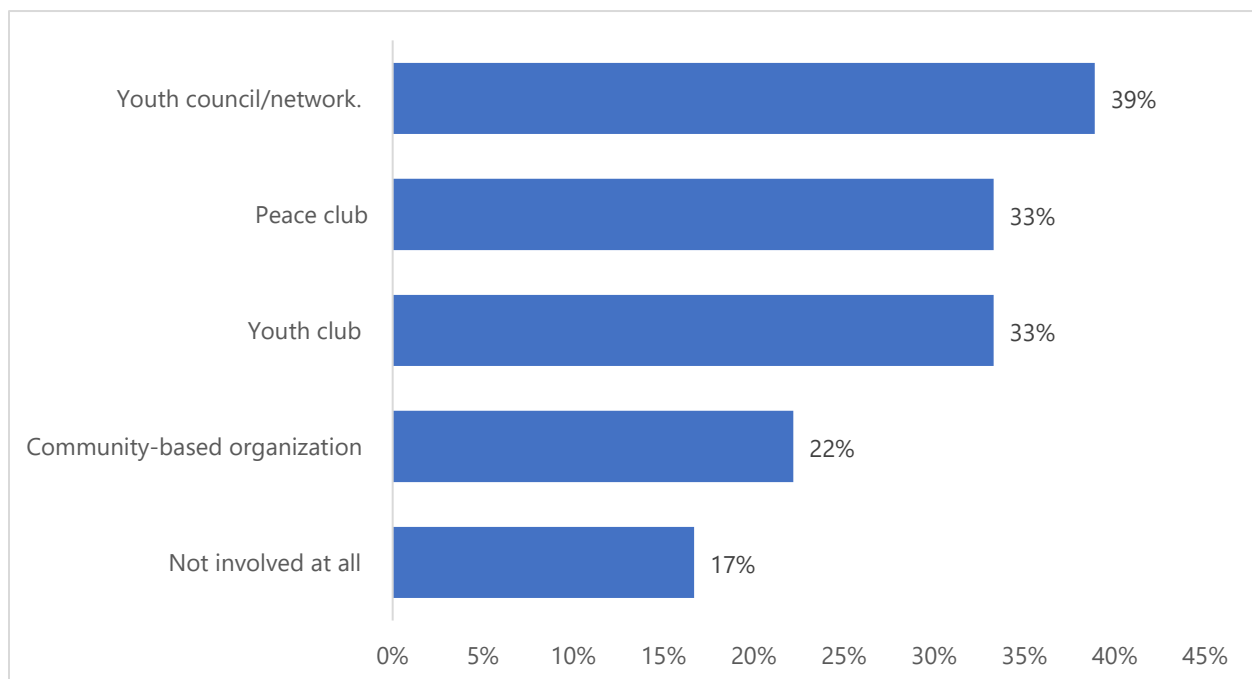
However, the reverse was the case for those who received micro-grant support from the project. The data shows that those who did receive the grant were those who received the credit. This still shows that those who took the credit did much better in terms of their capital accumulation than those who took the grant. This could be partly due to the use of the grant support by some beneficiaries for consumption purposes such as payment of household expenses and children's school fees, instead of investing it in their businesses.

## 2.9 Participation and Engagement of Youth (Outcome 3)

One of the project's objectives was to facilitate the participation and engagement of youth in civic duties, political and peace processes, and decision-making at the local and state level. The evaluation, therefore, sought to find out the extent to which this has happened.

The evaluation results showed that about two-thirds (72.2 percent) of the youth interviewed were associated with a group, organization, or club/network, and in the past 12 months, they have been part of activities that contributed to a peaceful resolution of conflicts. These were done through community-level structures such as the Youth Council / Networks, Peace and Youth Clubs, and Community-Based Organizations, as depicted in Figure 7.

Figure 7: Activities youth involved in that contributed to the peaceful resolution of conflict.



About half of them (55.6 percent) also indicated that they have worked with local or national social or political structures to implement joint community project(s) apart from the Youth Project. Also, they were asked about their level of participation in decision-making, civic and political activities, and peacebuilding processes in their communities. Almost all the



respondents (94.4 percent) indicated that this has increased.

### 2.10 Sustainability

A number of sustainability strategies and structures were built into the project to ensure that the benefits last. Key among them is establishing the volunteer coordination body called State *Youth Volunteer Coordination Units (SYVCUs)*. These units were established in all the five Darfur states and consisted of UNDP, the State Ministry of Youth & Sport (MoYS), NGOs (implementing partner), State Ministry of Finance (MoF), and State Ministry of Social Affairs (MoSA) and Peace Centres at the Universities. The SYVCU promotes volunteer activities, enhances the volunteer scheme's institutionalization, and ensures coordination and implementation of the project. Below is summary results and observations linked to sustainability based on the key informant interviews conducted at the state level.

"The State Ministry of Finance has registered an NGO within the ministry to sustain Youth Volunteers' projects".

- Staff of the State Ministry of Finance – Central Darfur

- Through the support of the project, national and local institutions have built adequate technical capacity to scale up the interventions in other areas. The limiting factor is the financial and logistical capacity to complement the technical skills. This has hindered government agencies' efforts to scale up the intervention in other communities.
- Participation and commitment of beneficiaries, especially youth, have contributed to the sustainability of the initiative. However, the youth lacked the logistical capacity to upscale the interventions to the hard-to-reach communities.
- The state institutions at the national level supported the project activities by engaging in financial intermediation. Other sustainable policies are critical for up-scaling interventions.
- Some communities are continuing with project intervention without any support from the donors. The interventions in those communities have become self-sustaining and can be replicated in other communities with the proper guidance and structures.
- All communities that benefited from social services infrastructure such as water resource facilities continued to operate and maintained such facilities. They generate enough revenue to defray the cost associated with operations. Mainstreaming the success stories in other areas contributes to the sustainability of the initiative.
- Micro Finance Institutions are extending credit to youth volunteers. The MFIs rely on the training acquired by these volunteers as a partial guarantee for proper management of the intended business. A trained volunteer can easily access credit as compared to



one who has not benefitted from the training. Some banks have offered to continue collaborating with project partners to provide technical support and information on microfinance issues.

"The State Ministry of Youth and Sports requested youth that have been trained by the project to train other youth in communities outside the project location".

- Staff of the State Ministry of Youth and Sports -

- Some partner ministries have given opportunities to some trained Youth Volunteers as their capacity has been built to fit in a professional setup. These ministries include finance, agriculture, education, and social affairs. Some of the youths are now being used as resource persons to train their peers.
- Some NGOs adopted the project methodology of using youth as peace ambassadors in their intervention areas to support peace-building initiatives. At community levels, youth ambassadors are now involved in peace negotiations and resolutions.
- Ministry of Youth in certain states supported other youth outside project locations to form youth ambassador committees in the communities. This contributes to the success and sustainability of the interventions.

"In the recent Geneina conflict, the youth volunteers formed committees as peace ambassadors to deal with the conflict among their communities".

- Staff of UNDP -El Genina

At the community level, the respondents provided a number of factors that positively affected the project's outcomes. These included the engagement of Youth Volunteers for project implementation and National NGOs as implementing partners, among others. Table 17 below provides a summary of these factors.

Table 17: Factors that positively affected the project's outcomes

Factors that positively affected the project's outcomes	Freq	Percent
The use of National NGOs as implementing partners	35	32.1
The engagement of Youth Volunteers for project implementation	63	57.8
The involvement of Government Ministries in all the states in the coordination and monitoring of the project activities	14	12.8
Community involvement in the construction of infrastructure projects	23	21.1
Financial empowerment of women through microfinance and establishment of ASCA groups	34	31.2
Training and mentoring are crucial enablers of youth success.	37	33.9

There were, however, some factors that negatively affected the project's outcomes. These included a high inflationary rate and increase in the cost of goods and services (34.9 percent), sporadic conflicts and demonstrations during the project implementation period (23.9 percent), and limited access to cash at the banks (17.4 percent). These factors caused delays in completing infrastructure projects, increased the cost of infrastructure projects, and limited access to cash from the bank affected business operations. To address these factors, the following suggestions were provided:

- Increasing financial support to beneficiaries
- Increase capacity building on peacebuilding
- increase community engagement in the project
- Increase the number of the Youth Volunteers
- Provide cash prizes instead of cheques
- Provide farming tools and equipment

In addition, the community members opined that the communities should be linked to microfinance institutions for the project to achieve more remarkable results in the future.

### **3.0 FINDINGS AND CONCLUSIONS**

#### **3.1 Findings**

The following are key findings of the YoVoReD evaluation, grouped into three categories: relevance, results (effectiveness and Impact), and sustainability.

##### **Relevance:**

- The YoVoReD-IV project design was relevant to the Government of Sudan and the overall development objective of the Darfur region as stated in the country's development policies and plans (e.g., The Darfur Development Strategy (DDS); the Government of Sudan 25-Years Strategy (2002- 2027) and the United Nations Development Assistance Framework (UNDAF) and was consistent with UNDPs mandates and objectives.
- The design was pro-poor and consistent with the livelihood aspirations of the rural poor, women, and the vulnerable. It also allowed for flexibility and innovativeness. The training of community members in livelihood skills and the empowerment of women were all relevant and vital.
- The targeted youth and communities were actively involved in identifying and selecting activities and needed social services infrastructure for their areas. This resulted in their active participation and ownership of such projects/activities as they emanated from their decisions and choices.

- Selected community leaders supervised all running costs and maintenance of social services infrastructure. This invigorated their commitment and ownership of such facilities.
- The excellent coordination and cooperation between SYVCU members, positive support from community leaders and other stakeholders, and a high level of participation and commitment from targeted youth ensured project results were attained.
- Gender equality and the empowerment of women was a critical component of the project. The project design document included a gender approach that spelt out how gender issues were to be addressed. These characteristics of the project make it a strongly gender mainstreamed project.

### **Process: Efficiency, Ownership**

- To ensure efficiency and ownership, the project identified and engaged with a number of stakeholders at the state level, including government ministries and institutions, national NGOs, and set up State Youth Volunteer Coordination Units (SYVCUs) across the five states.
- National and local stakeholders exhibited a high level of project ownership by their active involvement in all joint review and monitoring missions. The beneficiary communities also demonstrated ownership by contributing labor and finance to complement projects partially funded by the project. The willingness and support of the beneficiaries to make both in-kind and monetary contributions created the enabling environment for project implementation efficiency.
- There were, however, unforeseen challenges that affected the efficiency of project implementation. These included increasing cost of services due to a high level of inflation affected the quantity and magnitude of service provision; and payment delays that led to the loss of value and increases in the cost of planned activities. Social enterprises and businesses that continued to be managed by beneficiaries after the project's official closure date were impacted negatively by the outbreak of the COVID-19 pandemic due to restrictions on the movement of goods and persons, social distancing protocols, and shelter at home directives.
- The evaluation results showed that 89 percent of the volunteers felt the targets were realistic and they were given enough resources to help them achieve the desired results, with only 11 percent indicating that the targets were too high and not realistic. The results showed that 94.4 percent of the volunteers felt that the activities/outputs were delivered on time. The others felt that delays in resource allocation affected the delivery timelines.

## **Results (Effectiveness and Impact):**

- The project fully achieved 86.2 percent of its target for all the indicators, with some of the indicators (48.3 percent) exceeding 100 percent. Further scrutiny of the results reveals that the output and outcome level indicators achieved 95.0 percent and 66.7 percent, respectively.
- The results showed that the project has improved the beneficiaries' capacities and has helped most beneficiary household members (82.3 percent) secure employment. It is interesting to note that this was slightly higher for the female beneficiaries (88.2 percent) compared to their male counterparts (77.8 percent).
- This has positively impacted the beneficiaries' income levels, with 92.4 percent indicating that their incomes have increased. The increased incomes have afforded more than half of the beneficiaries (59.5 percent) to acquire some livelihood assets such as savings (41.4 percent), improved skills and knowledge (22.9 percent), livestock (18.6 percent), among others.
- The majority of the youth (83.3 percent) were not employed before joining the project, with only a few were self-employed (16.7 percent). Moreover, about 95 percent of these youth now feel that the project has increased their chances of securing employment. It is interesting to note that almost all the respondents are now engaged in employment, 50 percent in the civil and 28 percent are self-employed.
- Comparing the monthly earnings of the youth before joining the project shows that there is over 600 percent increase of average earnings now, with the males exceeding 1000 percent of what they used to earn. This is indeed a quantum leap within this short implementation period of the project. However, the actual increase is likely to be less due to the high inflation rate within the implementation period.
- Thirty (30) community improvement projects were established and reported to be functioning. Meanwhile, the provision of social services infrastructure and facilities to communities was listed among the three most significant project projects in the communities.
- Analysis of the results from a cross-section of community members interviewed showed that about 87 percent of the community members have the perception that the inter-communal and inter-tribal conflicts and tensions in the communities over the last two years have reduced due to the project's interventions. Also, the youth's perception regarding peace in the communities by the majority of the people (91.1 percent) has increased.
- The evaluation results further showed that about two-third (72.2 percent) of the youth

interviewed are associated with a group, organization, or club/network, and in the past 12 months, they have been part of activities that contributed to the peaceful resolution of conflicts. These were done through community-level structures such as the Youth Council / Networks, Peace and Youth Clubs, and Community-Based Organizations.

- The evaluation assessed the capital base of the winners of the Social Enterprise Innovation Challenge dubbed SMYOB. The results revealed that the female beneficiaries had a lower capital (about 72 percent of the overall average) compared to their male counterparts (about 124 percent overall average) before joining the project. However, after joining the project and investing the grants into their businesses, the females are accumulating more capital now (about 103 percent of the overall average) compared to their male counterparts, who have about 98 percent of the overall average. This demonstrates that women are better able to build up their business capital much faster than men.
- Although the COVID-19 pandemic occurred after the project closure, the evaluation results showed that 73.3 percent of the respondents had been affected by this pandemic, of which 81.8 percent felt that their business activities have decreased 18.2 percent felt that their business activities have somewhat improved. An assessment of the nature of the effect of COVID-19 on the businesses revealed a reduction in orders (67 percent), and difficulty accessing production materials (56 percent) were the predominant effects.

### **Sustainability:**

- Sustainability strategies and structures were built into the project to ensure that the benefits last, including establishing the volunteer coordination body called State Youth Volunteer Coordination Units (SYVCUs). The SYVCU promotes volunteer activities, enhances the volunteer scheme's institutionalization, and ensures coordination and implementation of the project.
- Some communities are continuing with project intervention without any support from the donors. The interventions in those communities have become self-sustaining and can be replicated in other communities with the proper guidance and structures.
- All communities that benefited from social services infrastructure such as water resource facilities continued to operate and maintained such facilities. They generate revenue enough to defray the cost associated with operations. Mainstreaming the success stories in other areas contributes to the sustainability of the initiative.
- Micro Finance Institutions are extending credit to youth volunteers. The MFIs rely on the training acquired by these volunteers as a partial guarantee for proper management of the intended business.

- Some NGOs adopted the project methodology of using youth as peace ambassadors in their intervention areas to support peace-building initiatives. At community levels, youth ambassadors are now involved in peace negotiations and resolutions.

### **3.2 Conclusions**

The YoVoReD-IV project design was relevant to the Government of Sudan and the overall development objective of the Darfur area as stated in the country's development policies and plans (e.g., The Darfur Development Strategy (DDS); the Government of Sudan 25-Years Strategy (2002- 2027) and the United Nations Development Assistance Framework (UNDAF) and was consistent with UNDPs mandates and objectives. The design was pro-poor and consistent with the rural poor's livelihood aspirations, women, and the vulnerable. It also allowed for flexibility and innovativeness. The training of community members in livelihood skills and empowerment of women, among others, were all relevant and vital.

To ensure efficiency and ownership, the project identified and engaged with a number of stakeholders at the state level. These included government institutions, national NGOs, and the SYVCUs. The excellent coordination and cooperation among these stakeholders helped in the achievement of the project results. The willingness and support of the beneficiaries to make both in-kind and monetary contributions created the enabling environment for project implementation efficiency and ownership. Nevertheless, some challenges affected the efficiency of project implementation. These included the increased cost of goods and services due to high inflation, limited resources that affected effective follow-ups, especially the recovery of loans provided to beneficiaries.

Regarding the project results (effectiveness and impact), most of the indicators, particularly the output level, were almost all achieved. The project's significant achievements included improving capacities and creating employment for the youth and vulnerable community members such as internally displaced people. These have greatly improved the beneficiaries' income levels. Also, the evaluation results showed that the project has contributed to peace and trust between and within communities through a number of highly relevant and appropriate activities. The various peace initiatives have led to a reduction in tribal conflicts in the target localities.

A number of sustainability strategies and structures were built into the project to ensure that the benefits last. The key among them is establishing the SYVCUs. The scalability of initiatives through spill-over effect in non-targeted communities was also a significant move towards the project's sustainability. Although security issues and remoteness of some communities were key challenges identified, it is still crucial for the IPs to continue monitoring and supporting these initiatives to sustain the gains made.

## **4.0 CHALLENGES, LESSONS LEARNED, AND RECOMMENDATIONS**

### **4.1 Challenges**

Although project implementation operated according to the plan, some issues and Challenges were faced throughout the project period. These included:

- Inflation and high interest rates limited the quantity and magnitude of project interventions. The devaluation of the Sudanese Pounds contributed to a change in the value of budgeted activities.
- Although the Youth Volunteers have the requisite technical capacity, they lacked the logistical support to continue implementing in the absence of Implementing Partners.
- The partial instability and security conditions in certain areas limited movement and smooth implementation of project activities.
- Geographical remoteness of some locations coupled with lack of some basic infrastructure (poor road network) increased the length of the activity implementation period.
- The dominance of men over women in mixed groups is still a challenge, especially when accessing loans or grants. The men would put themselves forward first and meet their needs before considering the requests of women.
- Delays in receiving funds from donors (UNDP) resulted in increases in prices of goods and services. Budgets were distorted as delays in disbursement affected the value and volume of goods and services to be procured.
- Some IPs were not transparent enough and communicated poorly. This contributed to delays in the implementation of some project activities.

### **4.2 Lessons Learned**

The implementation of the project was successful with a number of lessons learned:

#### UNDP

- Timely release of funds already budgeted for improved efficiency of performance. Delays in disbursement stalled certain projects as the eventual release was when prices had changed, leading to lapses in implementation. A solution to this problem is to disburse funds in USD to eliminate the challenge of exchange rate differentials.
- Though grants served as an appropriate stimulus for economic empowerment, they were not adequate and sometimes unrealistic compared to the targeted beneficiaries'

business plans and needs. An increase in the grant amount and loans may reduce the risk of project failure due to lack of funds.

- Increasing the role of government institutions with the right tools and logistics goes a long way to ensuring project interventions sustainability.
- Good coordination among key stakeholders and the target population ensures success in project implementation.

#### State Level

- Some respondents complained of poor coordination and communication skills among partners, which led to implementation delays. A comprehensive communication plan must be developed for the project with national and local stakeholder involvement in the future.

#### Community Level

- The timing of project activities coincided with the farming seasons (planting and harvest). This limited the number of beneficiaries who could actively participate in such events. In the future, events and activities must be programmed to coincide with the lean seasons.
- The commitment of project beneficiaries is a crucial ingredient for implementation success. The commitment exhibited by youth and community members led to efficient implementation.
- Equal involvement of women and men in project activity can lead to empowerment and improvement in livelihoods. Supporting the livelihoods of the beneficiaries through grants and networking opportunities created improved economic empowerment.

### **4.3 Recommendations**

These recommendations are addressed to UNDP, its stakeholders (IPs and Government Ministries / Institutions), and the community members.

#### UNDP

- Increase the capacity building activities to cover more youth groups and community members
- Improve operational efficiency including timely release of funds to implementing partners
- Expand the project implementation area, increase the youth volunteers' numbers, and include vocational training into the project.
- Link the community members, particularly the ASCAs, to the microfinance institutions
- Ensure that funds are disbursed promptly to avoid delays that result in increases in prices



of goods and services and the resultant budget distortions.

- Training and other critical community-level activities should be planned to coincide with the lean/dry seasons when farmers are less busy participating and benefit from these interventions fully.
- Include reference checks on the performance of potential IPs with their previous or current UN agencies or INGOs' partners as part of the criteria for selecting them.
- Improve the project's visibility at the community level. This would enable the community members to be aware of the project's social services infrastructure and facilities.

#### IPs and Government Ministries / Institutions

- Undertake follow-up initiatives to sustain the gains made by the project.
- Scalability of initiatives through spill-over effect in non-targeted communities should also be monitored and supported to continue
- Enhance the empowerment of women, particularly in mixed groups, to reduce the dominance of men when accessing loans and grants
- Comprehensive communication plans should be developed for the project with national and local level stakeholders involved to avoid the poor communications that result in delays in project implementation.

#### Community Members

1. Communities that benefited from the social services infrastructure/facilities should continue to operate and maintain them appropriately to sustain and enhance the benefits being derived from them.
2. Community members should sustain and enhance the cooperation and commitments exhibited in future programming to enable them to derive the full benefits of program/project interventions.



Borehole constructed by the Project in North Darfur is primary source of water for communities

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5. Van Holst Pellekaan et al. (2007), "Agriculture, Rural Development and the Environment", p.188 (World Bank staff estimates)

## ANNEXES



Youth Volunteers embarking on Community Voluntary Clean-up in Nyala

## **Annex 1: Terms of Reference (TOR)**

### **Terms of Reference (TOR) For an Assignment Requiring the Services of International Individual Contract (IC) to Conduct Independent Final Evaluation for the Youth Volunteers Supporting Peace and Recovery in Darfur (YoVoReD-IV)**

#### **Project Title: Youth Volunteers Supporting Peace and Recovery in Darfur (YoVoReD-IV)**

#### **PROJECT DESCRIPTION AND BACKGROUND**

The current conflict in Darfur has undermined livelihood coping strategies leaving millions reliant on food aid. Due to the conflict in Darfur, a whole generation of youth has suffered diminished educational and developmental opportunities. Youth constitute about 19.7 percent of the Darfur population and the youth employment across the three Darfur states is estimated to exceed 40 percent. The failure to provide educational opportunities, in combination with youth being cut off from their traditional livelihoods due to displacement, creates a double disadvantage for them. While in particular young people have a great potential to help build peaceful and prosperous communities, the pressure to make a living can even become a destabilizing factor fueling violence and criminality. For the most disadvantaged group - illiterate youth in pre-urban and rural communities - agricultural vocation and businesses would provide suitable income generating opportunities, however communities still lack access to skills, finance, and markets.

#### **1.1 Overview of the Youth Volunteers Supporting Peace and Recovery in Darfur (YoVoReD-IV)**

Youth Volunteers Supporting Peace and Recovery in Darfur (YoVoReD-IV) represent a component of the Darfur Livelihoods and Recovery Programme. The project consolidates the achievements of the previous phases I-III. It is a joint project led by United Nations Development Programme (UNDP) with the support of the Government of Sudan (GoS) and United Nations Volunteers (UNV), and with funding from the Republic of Korea with total budget USD 2,625,000 covering the two-year period November 2017 to October 2019. The Project targeted 50 communities in 17 localities in the 5 Darfur States, directly benefiting over 10,228 people (52 percent women) vulnerable conflict-affected community members.

The project developed the capacity of Darfuri youth to support peace and recovery processes in their own communities whilst enhancing their skills and competencies for their social and career development. The goal of the project was to accelerate peace, social cohesion, and the economic recovery of conflict-affected communities in Darfur thereby laying solid foundation

for sustainable development of the region by the year 2020 with the following objectives:

- To build the capacity of the Darfur Youth to access alternative livelihoods and employment opportunities whilst supporting peacebuilding and socio-economic recovery of their host communities
- To enhance peaceful co-existence among communities through dialogue and restoration of socio-economic opportunities.
- To improve the capacity of Government and Civil Society to address obstacles to the effective participation and engagement of youth in civic duties, political and peace processes, and decision-making at local and state level.

By supporting the development of micro-enterprises and rebuilding capacity of communities, this project contributes to UNDP's Country Programme and UNDAF's outcomes:

- **Outcome 1:** By 2021, people in Sudan, with emphasis on small producers and micro-entrepreneurs, have access to improved productive capacities that contribute to inclusive and sustainable livelihoods, job creation and ending extreme poverty.
- **Outcome 5:** By 2021, community security and stabilization of people affected by conflict is improved through utilization of effective conflict management mechanisms, peace dividends and support to peace infrastructures and durable solutions that augment peaceful coexistence and social cohesion.

During the implementation period, keys results have been achieved. As primary implementation structure, State Youth Volunteer Coordination Units (SYVCUs) in all the five States were established as a government-led bodies as part of the monitoring and coordination mechanism for the project. Some 200 youth (under the age of 30 with 44 percent being females) who functioned as agents of change and ambassadors of Peace and facilitated the implementation of the project in a catalytic manner, mobilizing and organizing communities and youth enabling UNDP and its partners to provide the necessary support in remote locations. Additionally, over 92,000 other people benefitted from 30 community infrastructure such as classroom blocks, boreholes, and community health post in addition to small grants. UNDP is, therefore, seeking high-qualified consultant to conduct an independent final evaluation for the fourth phase of this joint programme.

## THE PURPOSE OF THE ASSIGNMENT:

The purpose of this evaluation is to provide an independent assessment of the impact of the YoVoReD-IV during the phase of the project and seeks to:

- Measure the extent to which the YoVoReD-IV has implemented its activities, delivered outputs and how these contribute towards attaining the outcomes and development results.
- Generate evidence-based knowledge by identifying best practices and lessons learned that could be useful for the design and development of future YoVoReD-IV in terms of scale-up and replicability.

The outcome of this evaluation will be used and shared by UNDP and other stakeholders to inform policy and guide similar future programmatic responses.

### **C). SPECIFIC OBJECTIVES OF THE EVALUATION**

The evaluation will focus on measuring development results and potential impacts generated by the YoVoReD-IV. It will examine the extent of delivery of outputs, activities and inputs detailed in the project document and in associated modifications made during the two-years implementation period (November 2017 to October 2019) within the five states of Darfur.

*The specific objectives include:*

- ❑ ***Assess the results and achievements of the YoVoReD IV. In particular, the mission should focus on the following aspects:***
  - Outline the main achievements of the project and assess the extent to which the YOVORED-IV has contributed to solving the problems identified in the design phase.
  - Assess whether the project has produced its outputs effectively and efficiently and identify the major factors, which have facilitated or impeded the progress of the project towards achieving its goal and desired results.
  - Determine the effect of the project on target groups, and in particular the quality, usefulness and sustainability of the project's achievements and outputs.
- ❑ ***Review and assess the efficiency and adequacy of implementation arrangements and management of the project***
  - In particular, the evaluation should assess the professional capacity and review the quality of inputs and activities implemented by the main national implementing partners of the programme: The PCU and the SPCUs.
  - Assess whether these organizational arrangements were cost effective
- ❑ ***Review the effectiveness of the approach used to produce the project results. In particular, the mission should focus on the following aspects:***
  - Review the management structure of the project and determine whether the structure of the project, the resources, the distribution of responsibilities and coordination mechanisms were appropriate for the achievement of project objectives.
  - Review the project strategy and approach such as the selection of the volunteers, target groups, modalities for community deployment and engagement, microenterprise development, the management of the small grant and accumulating savings schemes.
  - Assess the support and roles of teams at project management level.
- ❑ ***Assess the views of the direct beneficiaries.***



- In particular, the evaluation should examine whether the participation of primary beneficiaries has been adequate in the preparation and implementation and evaluation of the activities.
  - To the extent possible, the mission will collect the views and impressions of beneficiaries on the perceived impacts, shortcomings of the project and document beneficiary recommendations.
- ***Sustainability aspects of the project***
- Review approach, structures, strategies used by the project to involve local communities and build to technical and management capacities to implement and maintain the project.
  - Assess to what extent the project managed to build community and national ownership.
  - Assess the involvement of different stakeholders and inter-linkages and interactions at the local, state and national levels.
  - To the extent possible, highlight linkages and synergies; direct or indirect with other UNDP, government and other donor supported projects.
  - An analysis of the underlying factors beyond UNDP's control that influenced the outcomes.
- ***Document Findings, Best Practices and Lessons Learned***
- Produce, as logically and objectively as possible, significant conclusions that are extracted from the evaluation in terms of project overall goals, approach, relevance, performance, success, failures, strengths and weaknesses.
  - Identify the main lessons learned during implementation, identify the major impediments encountered and make specific recommendations to address these findings in the next envisaged phase of the project.
- ***Recommendations***
- The consultant is expected to outline the recommendations for the next phase of project. The recommendations must be objective, realistic, practical, understandable, and forward looking.
  - The recommendations have to be logically linked to the findings and assumptions that were based on.
  - Each recommendation has to bear its impact on the improvement of the design and implementing of any next phase of the project.

## **EVALUATION QUESTIONS, LEVELS OF ANALYSIS AND EVALUATION CRITERIA**

The evaluation will be guided by the following questions and criteria at the following levels.

### ***i. Relevance***

- a) To what extent was the design and strategy of the YoVoReD-IV relevant to the needs of Sudan and the Darfur region (assess including link to the SDGs, UNDAF, CPAP, SP and alignment with national priorities, stakeholder and national



- ownership design process)?
- b) Was this project an appropriate intervention response based on the problem and contextual analysis?
  - c) How much and in what ways did the YoVoReD-IV contribute to solving the (socio- economical) needs and problems identified in the design phase?
  - d) Did the project include the most appropriate mix of activities and actions needed to achieve the necessary outputs?
  - e) To what extent did the implementing partners participating in the YoVoReD-IV had an added value to solving the development challenges stated in the programme document?
  - f) To what extent did the design of the YoVoReD-IV define an exit strategy that will ensure sustainability of YOVORED-IV achievements?

**ii. *Efficiency***

- a) To what extent was the YoVoReD-IV management model efficient in comparison to the development results attained?
- b) To what extent and in what ways did the joint programme increase or reduce efficiency in delivering outputs and attaining outcomes?
- c) Did the project set realistic targets commensurate with available time and other resources?
- d) To what extent have the programme outputs resulted from economic use of these resources?
- e) To what extent were quality outputs delivered on time?
- f) What type of (administrative, financial, managerial, and external) obstacles did the YoVoReD-IV faced and to what extent have these affected its efficiency?

**iii. *Ownership in the process***

- a) To what extent has the project enforced ownership among the target population, local and national authorities in its design and implementation? What modes of participation (leadership) have driven the process?
- b) To what extent and in what ways has national and local participation and ownership or the lack of them, impacted in the efficiency and effectiveness of the project?

**iv. *Effectiveness***

- a) To what extent has the outcome(s) been achieved and, if not, whether there has been progress made towards the achievement of both qualitative and quantitative targets?
- b) What were the positive and negative, intended, or unintended, changes contributed by UNDP's work?
- c) How have corresponding outputs delivered by UNDP affected the outcomes, and in what ways have they not been effective?
- d) To what extent were YoVoReD-IV outputs and outcomes synergistic and coherent to produce development results?

- e) To what extent did the YoVoReD-IV impact on the targeted citizens?
- f) Have any good practices, success stories, lessons learned, or transferable examples been identified? Please describe and document them.
- g) What type of differentiated effects are resulting from the YoVoReD-IV in accordance with the sex, race, ethnic group, rural or urban setting of the beneficiary population, and to what extent?
- h) To what extent has the YoVoReD-IV contributed to the advancement and the progress of fostering national ownership processes and outcomes (the design and implementation of National Development Plans, Public Policies, UNDAF, etc.)
- i) To what extent did the YOVoRED-IV help to increase stakeholder/citizen dialogue and or engagement on development issues and policies?
- j) To assess the opportunities/challenges that helped or hindered achievement of the YoVoReD-IV results?

**v. Sustainability**

- a) To what extent has the YoVoReD-IV established structures and strategies to ensure the sustainability of the project? To what extent has the YoVoReD-IV smoothly implemented its exit and sustainability strategy?  
An analysis of the underlying factors beyond UNDP's control that influence the outcome.
- b) What is the scope and opportunities for the institutionalization of the YoVoReD-IV project into a national initiative at the state, regional and national level? At state and regional level:
  - 1. To what extent did national and state level institutions support the YoVoReD-IV?
  - 2. Did these institutions show technical capacity, leadership, and commitment to keep working with the project or to scale it up?
  - 3. Have operating capacities been created and/or reinforced in national institutions?
  - 4. Did the partners have sufficient financial and technical capacity to keep up the benefits produced by the programme?

**To what extent could YoVoReD-IV be replicable or scaled up at national, state or local levels?**

**To what extent did the YoVoReD-IV align itself with the National Development Strategies and/or the UNDAF?**

**Provide recommendations for ensuring sustainability.**

**An analysis of the underlying factors beyond UNDP's control that influence the outcome.**

**What are the underlying factors beyond UNDP's control that influence the outcome of the project?**

**vi. Impact**

- Assess the impact of project interventions on the beneficiaries', both direct/indirect beneficiaries.
- Capture and describe the direct and indirect, intended and unintended, positive and

- negative effects of the project' activities interventions.
- At least one evaluation question to address gender related projects' impact

#### **4. METHODOLOGICAL APPROACH**

The evaluation will utilize a mix of appropriate methodologies and tools based on the specific needs for information, access, the questions set out in the TORs, availability of resources and the priorities of stakeholders. The Consultant is expected to analyze all relevant information sources, such as Project reports, Project budgets, project document, Project work plans, progress reports, Minutes of the Steering Committee meetings, UNDP Guideline for Evaluation, programme files, strategic country office development documents, and any other documents that may provide evidence on which to form judgments. The consultant also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tool as a means to collect relevant data for the final evaluation. The Consultant will make sure that the voices, opinions, and information of targeted citizens/participants of the joint programme are taken into account.

The methodology and techniques to be used in the evaluation should be described in detail in the inception report and the final evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, field visits, questionnaires or participatory techniques. If the current situation of COVID-19 crises persisted up to the time of the evaluation, there is a need to utilize mobile and web online data collection systems in order to adhere to the WHO and Ministry of Health guidelines. The consultant should employ an open-source platform that allows rapid information gathering using smartphones or tablets collection (e.g. Kobo Toolbox). There is a need to ensure gender equality and women's empowerment are included in the methodology for addressing gender-specific issues.

#### **6.Scope of Work (Description of specific tasks to be performed)**

The evaluation will entail a combination of desk research, field interviews, and focus groups undertaken in at least four of the five States of Darfur. Subject to the availability of visa and travel permits, the consultant may start working from home country until travel to Sudan/Field is possible. The International Consultant will work closely with the 1 dedicated National consultant and provide overall leadership and technical guidance to the National consultant collaboratively in jointly accomplishing the tasks and deliverables. He will ensure quality of data collection, analysis and reporting throughout the entire process.

##### **a) Inception Report.**

Before the analysis is undertaken, an inception report will be written addressing the objectives of the study, and an outline of the entire evaluation exercise. The inception report should outline in detail the methodology, approach and techniques to be used in the evaluation, information on the instruments to be used for data collection and analysis

(interviews, field visits, questionnaires or participatory techniques). In addition, the report should outline the stakeholder list/map, proposed work plan of activities and submission of deliverables, interview checklists/protocols and the tentative outline of the main report. This report will be used as an initial point of agreement and understanding between the consultant and the evaluation managers. The format for inception report has been outlined below.

**b) Desk Research.**

Prior to the commencement of the field work, the consultant will be expected to conduct desk review of available materials including project documents, reports, work plans, assessment reports, strategic plans, sectoral, government and UN documents related to the objectives of the project to obtain a broader view and insight to the context and frame for the evaluation.

**c) Field Data Collection (Interviews & Focus Groups Discussions)**

Data collection tools (Questionnaires, apps and checklists etc.) will be designed by the evaluation team as deemed necessary to collect sufficient information for analysis.

**d) Data Analysis, interpretation and Compilation.**

The consultant will enter data collected using appropriate software for analysis and interpretation.

**e) Evaluation Reports.**

The National consultant will work with the International Consultant to produce evaluation reports detailing the findings from the field data collected. The following reports will be expected after the field data collection.

- **Draft Final Report** (to be submitted after the completion of the field visit)
- **Debriefing PowerPoint Presentation:** Debriefing session on the draft evaluation report by the evaluation team.
- **Final Evaluation Report** (to be submitted after incorporating all comments and revisions to the draft report).
- **Summarized and evaluation brief report** for policy dissemination to the stakeholders

Quality standards for the reports as well as outline for the reports have been detailed below. Timelines for each of these have been outlined under item **3: Expected Outputs and Deliverables**

**Existing literature and Information.**

In order to provide the consultant sufficient background for enriched analysis, the consultant may draw on the following documents that are currently available:

1. The YOVORED-IV Project Documents
2. Annual Work plans for the projects
3. Biannual and Annual Project Reports of the project

4. Final Narrative and Financial Report
5. UNDAF and UNDP CPD Documents

#### Expected Outputs and Deliverables

<b>Deliverables / Outputs</b>	<b>Estimated Duration to Complete</b>	<b>Deliverable</b>	<b>Target Due Dates</b>	<b>percent Payment</b>	<b>Review and Approvals Required</b>
Initial Briefing on YOVORED-IV, initial consultations and initial desk review.	3 working days (22 Nov to 25 Nov. 2020)	N/A	24 Nov 2020	0 percent	Programme Manager
Submission of Inception Report	4 working days (26 Dec to 1 Dec. 2020)	Inception Report	1 Dec. 2020	0 percent	Programme Manager
Feedback on inception report (Work plan, data collection tools, sampling method, evaluation matrix, reporting outlines agreed with evaluation team)	2 working days (2 to 3 Dec. 2020)	N/A	3 Dec. 2020	20 percent	Programme Manager
Field evaluation mission for data collection (visits to the field, interviews, focus group mission.	13 working days (3 Dec. to 22 Dec 2020)	Evaluation Field Data	22 Dec. 2020	40 percent	Programme Manager
Time allocated for preparing the draft report.	7 working days – (23 Dec to 31 Dec. 2020)	Draft Evaluation Report and Power Point Presentation of findings	31 Dec 2020	0 percent	DRLP Programme Manager
TIME ALLOCATED FOR STAKEHOLDER MEETING, COMMENTS AND REVIEW OF THE DRAFT REPORT (FOR QUALITY ASSURANCE)	1 working day – (3 Jan 2021)	Presentation	3 Jan. 2021	0 percent	DRLP Programme Manager / Programme Officer
Time allocated for incorporating comments and finalizing the evaluation report and presentation	3 working days – (1 Jan -6 Jan 2021)	Evaluation Report and Power Point Presentation of findings	6 Jan 2021	0 percent	Programme Manager & Programme Team
SUBMISSION OF FINAL REPORT	1 working day (7 Jan 2021)	Evaluation Report	7 Jan 2021	40 percent	Head of Unit/ Programme Manager

#### 7. Stakeholders and Institutional Arrangements.

The evaluation team will have direct contact with a wide range of actors including government institutions, UN agencies, I/NGOs, CBOs, local communities and the private sector. Within state governments, the key institutions would be the Peace and Development Centers within the

Universities of El Fasher, Nyala, Edaen, Zalengei and Geneina), selected key Ministries including the State Ministry of Finance and the Ministry of Agriculture. Within UNDP, the consultant will have close working relationships with the UNDP Darfur Livelihoods Team under the Leadership of the Programme Manager, the Head of Office, the Head of Unit and the Programme Officer responsible for Quality Control.

#### **8. Frequency of Progress of Reporting.**

There will be weekly update report of the status of implementation addressed to the Programme Manager. The report will detail the level of implementation of the work plan and challenges being faced.

#### **9. Duration of the Work**

The total duration of this consultancy will be 33 working days from desk review to the dissemination: commencing **22 November 2020 till 7 January 2021 (dates adjustable)**.

#### **10. Duty Station**

The consultancy will involve a combination of work at home and at the field. In Sudan, subject to availability of travel permit, the Consultant will be based in El Fasher with travel to all the five states of Darfur and Khartoum where required. Consultant will be expected to travel directly to the field on transit through Khartoum Airport. COVID-19 isolation procedures will be in El Fasher upon arrival and consultant may continue to work remotely during isolation period before travelling to other parts of the Darfur region. Whilst in Darfur, consultant will receive daily subsistent Allowance (DSA) at prevailing UN rate. It is estimated that consultant may spend a total of 30 calendar days in Darfur for which DSA will be paid.

Consultations with direct beneficiaries will be sampled from a number of locations where the project was implemented including the following.

- All the five states in Darfur covering 17 localities:
  - North Darfur: Daresalam, Kelamindo, Atwisha, El Fasher Rural and Malit
  - West Darfur: Genaina, Fur Baranga and Beida
  - Central Darfur: Mukjar, Bendisi, Nertitie and Golo
  - South Darfur: Kass, Nitega, El Salam and Tulus
  - East Darfur: Yassin

#### **11. Qualifications and Experience**

##### **Minimum Level of Education Required:**

A master's degree or equivalent in international development, policy studies, social science or related field is a requirement. Further education, certification or a concentration in monitoring and/or evaluation would be an asset.

## Work Experience and Expertise:

- A minimum of 7 years of experience in conducting or managing evaluations, assessments, audits, research or review of development projects and programmes; including international experience.
- Track record in evaluating a wide range of donor funded projects.
- Excellent writing skills and ability to produce high quality evaluation reports and documents.
- Having thematic expertise in international development programmes and or assessing or evaluating Youth and Livelihoods projects in crisis and post-crisis-settings.
- Experience of working in Sudan, in particular the understanding of the context of Darfur would be an asset.
- Fluency in English required and Arabic proficiency highly desirable.

## 12. Scope of Price Proposal and Schedule of Payments

The consultancy fee will be determined on a lump sum basis. The lump sum amount will be all-inclusive, and the contract price will be fixed regardless of changes in the cost components. Living Allowance and travel fees to the duty station will not be included in the lump sum and shall be paid separately on the actual costs of travel to and from duty station. Living Allowance shall be paid for all duty travels outside the duty station, not more than the UN Daily Subsistence (DSA) rate which is currently at \$95 for the whole of Darfur.

## 13. Recommended Presentation of Offer

Applicants are kindly requested to complete and sign and submit all the following documents:

- a) Duly completed **Letter of Confirmation of Interest and Availability** using the template provided by UNDP.
- b) **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c) **Brief description** of why the individual/company considers him/herself/itself as the most suitable for the assignment, and a methodology on how they will approach and complete the assignment.
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided.

## Criteria for Selection of the Best Offer

The offers received from the candidates will be evaluated using combined scoring method. The combined scoring method assesses the offers with technical merits of the proposals – where the qualifications and methodology will be weighted a max. of 70 percent, and later combined with the price offer which will be weighted a max of 30 percent.

**a. Technical Scoring Grid (70 Points; Pass Marks 49 points):**

Assessment Criteria	Maximum Obtainable Points	Weightage (percent)	Evaluated Points Obtained by the Offerors		
			A	B	C
A master's degree or equivalent in international development, policy studies, social science or related field is a requirement.	10	15 percent			
A minimum of 7 years of experience in conducting or managing evaluations, assessments, audits, research or review of development projects and programmes; including international experience.	15	20 percent			
Track record in evaluating a wide range of donor funded projects;	10	15 percent			
Excellent writing skills and ability to produce high quality evaluation reports and documents	10	15 percent			
Having thematic expertise in international development programmes and or assessing or evaluating Youth and Livelihoods projects in crisis and post-crisis-settings.	10	15 percent			
Experience of working in Sudan, in particular the understanding of the context of Darfur would be an asset.	10	15 percent			
Proficiency in English and (both spoken and written); Working level of Arabic is essential	5	5 percent			
<b>TOTAL</b>	<b>70</b>	<b>100 percent</b>			

The price proposals of candidates obtaining 49 points and above (or 70 percent and above) will only be technically qualified; then their price proposals will be reviewed and compared for the assessment of overall ranking of the proposals. Those obtaining lower than 49 points (or lesser than 70 percent) will be technically non-responsive proposals; price proposals of such candidate will not be compared.

**b. Assessment of the Price Proposals (30 Points) or 30 percent**

The lowest priced bid from among the technically qualified Offerors will obtain the full marks of 30 points in the price proposal. Price proposals of remaining qualified bidders will be prorated against the lowest priced bid using the following formula to derive the marks in their price proposal:

Marks obtained by a Bidder = Lowest Priced Bid (amount) / Bid of the Offeror (amount) X 30 (Full Marks)



**c. Award of the Contract/Award Criteria:**

The contract will be awarded to the candidate (bidder) whose proposal obtains the highest cumulative marks (points) when the marks obtained in technical and price proposals are aggregated together.

**Approval**

This TOR is approved by:

**Name and Designation:** John Anodam, Programme Manager -DLRP, UNDP Sudan

**Signature:**

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**Date:**

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## Annex 2: Evaluation Matrix – key evaluation questions, sources of data and methods

Evaluation criteria & Key Questions	Specific sub-questions	Data sources	Data collection methods/ tools	Indicators/ success standard	Methods for data analysis
<b>Relevance: Did the project do the right things?</b>					
g) To what extent was the design and strategy of the YoVoReD-IV relevant to the needs of Sudan and the Darfur region (assess including link to the SDGs, UNDAF, CPAP, SP and alignment with national priorities, stakeholder and national ownership design process)?	<ol style="list-style-type: none"> <li>1. Were the design and strategies of the project interventions in line with the needs and priorities of the people of Sudan and the Darfur region?</li> <li>2. How were the objectives linked to the broader development agenda i.e. SDGs, UNDAF, CPAP, SP?</li> <li>3. How were the objectives aligned with national priorities, stakeholder and national ownership design process?</li> </ol>	<b>Document Reviews</b> <ul style="list-style-type: none"> <li>- Project documents</li> <li>- Annual reports</li> <li>- Final Phase IV report</li> <li>- Final synthesis report</li> </ul> <b>Key Informant Interviews (KIIs)</b> <ul style="list-style-type: none"> <li>- UNDP Staff</li> <li>- Implementing Partners (IPs)</li> <li>- Government officials / state ministries</li> <li>- State institutions (Staff of the Peace Centers of the Universities)</li> </ul>	<ul style="list-style-type: none"> <li>- Reviewing the background of the project searching for the context</li> <li>- Interviewing key stakeholders on their perception towards the project and how it addresses the needs and priorities of the people of Sudan and the Darfur region</li> </ul>	<ul style="list-style-type: none"> <li>• Level of linkage of the project design and strategy with local, national and international development agenda</li> <li>• Nature / strength of the partnerships and stakeholder engagement arrangements at all levels</li> <li>• Level of coherence of project approaches / strategies</li> <li>• Availability and nature of an exit strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Synthesis of data</li> <li>- Triangulation by comparing data from different sources</li> <li>- Triangulation by using different methods to obtain the results and compare the findings</li> </ul>
h) Was this project an appropriate intervention response based on the problem and contextual analysis?	<ol style="list-style-type: none"> <li>1. What did the problem and context analysis reveal?</li> <li>2. Was the project an appropriate intervention response based on the problem and contextual analysis?</li> </ol>				
i) How much and in what ways did the YoVoReD-IV contribute to solving the (socio- economical) needs and problems identified in the design phase?	<ol style="list-style-type: none"> <li>1. What were the needs and problems identified in the design phase of the project?</li> <li>2. In what ways did the project contribute in solving these (socio- economical) needs and problems?</li> </ol>				
j) Did the project include the most appropriate mix of activities and actions needed to achieve the necessary outputs?					
k) To what extent did the implementing partners participating	<ol style="list-style-type: none"> <li>1. Did the implementing partners participating in the project add</li> </ol>				

Evaluation criteria & Key Questions	Specific sub-questions	Data sources	Data collection methods/ tools	Indicators/ success standard	Methods for data analysis
in the YoVoReD-IV had an added value to solving the development challenges stated in the project document?	value to solving the development challenges stated in the project document?				
2. If yes, what value did they add?					
3. To what extent did the design of the YoVoReD-IV define an exit strategy that will ensure sustainability of YOVORED-IV achievements?					
<b>Efficiency: How well were the resources used?</b>					
g) To what extent was the YoVoReD-IV management model efficient in comparison to the development results attained?	1. How were the teams organized to deliver the project interventions and 2. How does it reflect in the results achieved?	<b>Document Reviews</b> <ul style="list-style-type: none"> <li>- Project documents</li> <li>- Annual reports</li> <li>- Final Phase IV report</li> <li>- Final synthesis report</li> </ul> <b>Key Informant Interviews (KIIs)</b> <ul style="list-style-type: none"> <li>- UNDP Staff</li> <li>- Implementing Partners (IPs)</li> <li>- Youth Volunteers (YVs)</li> </ul>	<ul style="list-style-type: none"> <li>- Reviewing the project's management model and implication on resource flow for project implementation</li> <li>- Interviewing the IPs and YVs on the nature of the targets sets</li> <li>- Interviewing the IPs and YVs with regards to the allocation and use of resources to achieve results</li> <li>- Interviewing the IPs and YVs regarding obstacles faced and how this affected project delivery and</li> </ul>	<ul style="list-style-type: none"> <li>• Mechanisms in place to minimize expenses while maximizing efficiency.</li> <li>• Level of achievement of project targets within the timeframe and other resources available</li> </ul>	<ul style="list-style-type: none"> <li>- Triangulation by comparing data from different sources</li> <li>- Triangulation by using different methods to obtain the results and compare the findings</li> <li>- Matching challenges found from reports to what is being reported by KIIs</li> </ul>
h) To what extent and in what ways did the implementation increase or reduce efficiency in delivering outputs and attaining outcomes?	3. In what ways did the project use its resources well in delivering outputs and attaining outcomes, leading to increased efficiency? 4. In what ways did the project <b>not</b> use its resources well in delivering outputs and attaining outcomes, leading to decreased efficiency?				
i) Did the project set realistic targets commensurate with available time and other resources?	1. Were the project targets realistic based on available time and other resources? 2. If no, what were the issues related to the target? And how can they be addressed in future projects?				
j) To what extent have the project outputs resulted from economic use of these resources?	1. How were the resources (funds, human resources, time, expertise, etc) allocated to strategically achieve the project outputs?				
k) To what extent were quality outputs delivered on time?	1. Were quality outputs delivered on time? 2. If no, what were the challenges?				

Evaluation criteria & Key Questions	Specific sub-questions	Data sources	Data collection methods/ tools	Indicators/ success standard	Methods for data analysis
l) What type of (administrative, financial, managerial, and external) obstacles did the YoVoReD-IV faced and to what extent have these affected its efficiency?	<ol style="list-style-type: none"> <li>1. What type of (administrative, financial, managerial, and external) obstacles did the project face?</li> <li>2. How did these obstacles affect the project delivery and achievement of results?</li> </ol>		achievement of results		
<b>Ownership in the process</b>					
c) To what extent has the project enforced ownership among the target population, local and national authorities in its design and implementation? What modes of participation (leadership) have driven the process?	<ol style="list-style-type: none"> <li>1. What were the ownership issues identified and incorporated in the design and implementation of the project at the individual, community, state and national levels?</li> <li>2. How were these issues enforced?</li> <li>3. What modes of participation (leadership) have driven the process?</li> </ol>	<b>Document Reviews</b> <ul style="list-style-type: none"> <li>- Project documents</li> <li>- Annual reports</li> <li>- Final Phase IV report</li> <li>- Final synthesis report</li> </ul>	<ul style="list-style-type: none"> <li>- Reviewing the project documents to determine how ownership processes were incorporated into the project and enforced.</li> <li>- Interviewing key project staff, community leaders, IPs and YVs regarding their perception about the participation and ownership of national and local level stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Level of ownership exhibited by stakeholders at the individual, community, state and national levels</li> <li>• Level of participation by the national and local level stakeholders?</li> </ul>	<ul style="list-style-type: none"> <li>- Synthesis of reviewed data</li> <li>- Triangulation by comparing data from different sources and using different methods to obtain the results</li> </ul>
d) To what extent and in what ways has national and local participation and ownership or the lack of them, impacted in the efficiency and effectiveness of the project? e)	<ol style="list-style-type: none"> <li>1. What was the level of participation by the national and local level stakeholders?</li> <li>2. In what ways did the national and local level stakeholders demonstrate ownership of the project?</li> <li>3. In what ways has national and local participation and ownership affect how well the project's resources were used (positively or negatively)?</li> <li>4. In what ways has national and local participation and ownership affect how well the project achieved its objectives (positively or</li> </ol>	<b>Key Informant Interviews (KIIs)</b> <ul style="list-style-type: none"> <li>- UNDP Staff</li> <li>- Implementing Partners (IPs)</li> <li>- Youth Volunteers (YVs)</li> </ul>			

Evaluation criteria & Key Questions	Specific sub-questions	Data sources	Data collection methods/ tools	Indicators/ success standard	Methods for data analysis			
	negatively)?							
<b>Effectiveness: Did the project achieve its objectives?</b>								
k) To what extent has the outcome(s) been achieved and, if not, whether there has been progress made towards the achievement of both qualitative and quantitative targets?	1. What are the key outputs and outcomes achieved (qualitative and quantitative) at the individual (youth), community, and state levels?  2. What was the progress made towards the achievement of the targets?	<b>Document Reviews</b> - Annual reports - Final Phase IV report - Final synthesis report	- Reviewing reports to find out about achievements per indicator - Interviewing key stakeholders on project achievements and benefits, including best practices and lessons learnt	<b>Youth</b> <ul style="list-style-type: none"><li>• Change in capacities</li><li>• Change in employment situation</li><li>• Business start-ups initiated</li><li>• Income levels</li><li>• Level of involvement in decision, civic and political activities and peace building processes</li><li>• Level of peace and social cohesion at the community level</li></ul>	- Statistical analysis of quantitative data collected via interviews and drawing inferences. - Synthesis of reviewed data - Triangulation by comparing data from different sources and using different methods to obtain the results			
3. What were the positive and negative, intended, or unintended, changes contributed by UNDP's work?	1. What were the positive and negative, intended, or unintended, changes contributed by UNDP's work?	<b>Key Informant Interviews (KIIs)</b> - UNDP Staff - Implementing Partners (IPs)  - Youth Volunteers (YVs) - Community leaders						
2. How have corresponding outputs delivered by UNDP affected the outcomes, and in what ways have they not been effective?	1. How have the achieved project outputs contributed to the outcome level changes?  2. In what ways have they not been effective?	<b>Focused Group Discussions (FGDs)</b> - Youth Groups - Youth Club members - Accumulating Savings and Credit Associations (ASCAs)						
3. To what extent were YoVoReD-IV outputs and outcomes synergistic and coherent to produce development results?	1. Did the delivery of the project outputs conform to the indicators in the project design? If not, how?  2. How were the outputs and outcomes linked to produce the results?							
4. To what extent did the YoVoReD-IV impact on the targeted population?	1. What were the positive and negative, intended, or unintended, impact on the youth and community members?							
5. Have any good practices, success stories, lessons learned, or transferable examples been	1. What are the good practices identified?  2. What aspect of the project's							
				<b>Community</b> <ul style="list-style-type: none"><li>• People's perception of the youth</li><li>• Livelihood assets acquired</li><li>• Income levels</li></ul>	-			

Evaluation criteria & Key Questions	Specific sub-questions	Data sources	Data collection methods/ tools	Indicators/ success standard	Methods for data analysis
identified? Please describe and document them.	<p>strategies are you likely to maintain and use? And why?</p> <p>3. What aspect of the project's strategies are you likely to drop? And why?</p> <p>4. What key lessons have been learnt?</p> <p>5. What key success stories are available for documentation?</p>	<b>Survey</b> - Direct beneficiaries (individual community members)		<ul style="list-style-type: none"> <li>Community initiated projects (access to basic services)</li> <li>Level of peace and social cohesion (inter-community and inter-tribal conflict situation)  <u><b>State</b></u></li> <li>Level of stakeholder involvement in development issues and policies</li> <li>Level of contribution to the advancement and the progress of fostering national ownership processes and outcomes</li> </ul>	
6. What type of differentiated effects are resulting from the YoVoReD-IV in accordance with the sex, race, ethnic group, rural or urban setting of the beneficiary population, and to what extent?					
7. To what extent has the YoVoReD-IV contributed to the advancement and the progress of fostering national ownership processes and outcomes (the design and implementation of National Development Plans, Public Policies, UNDAF, etc.)					
8. To what extent did the YOVORED-IV help to increase stakeholder/citizen dialogue and or engagement on development issues and policies?	<p>1. What stakeholder/ citizen dialogue and engagements were made by the project on development issues and policies?</p> <p>2. How did these dialogues and engagements leverage on the achievement of the results?</p>				
3. To assess the opportunities/challenges that helped or hindered achievement of the YoVoReD-IV results?	<p>1. What key opportunities were available and helped the project to achieve its results?</p> <p>2. What key challenges were encountered during the</p>				

Evaluation criteria & Key Questions	Specific sub-questions	Data sources	Data collection methods/ tools	Indicators/ success standard	Methods for data analysis
	implementation period and hindered the achievement of the project's results? 3. How can these challenges be addressed to help the project's outcomes in future?				
<b>Sustainability: Will the benefits last?</b>					
a) To what extent has the YoVoReD-IV established structures and strategies to ensure the sustainability of the project? To what extent has the YoVoReD-IV smoothly implemented its exit and sustainability strategy? An analysis of the underlying factors beyond UNDP's control that influence the outcome.	1. Were structures and strategies established to ensure sustainability of the project? 2. If yes, what are they, and to what extent were they implemented? 3. Were there exit strategies for the project? 4. If yes, to what extent were they implemented? 5. What key factors beyond UNDP's control contributed positively or negatively to the project's outcomes? 6. How did the above factors affect the project's outcome? 7. How can any negative factor / challenge be addressed to help the project's outcomes in future?	<b>Document Reviews</b> <ul style="list-style-type: none"> <li>- Annual reports</li> <li>- Final Phase IV report</li> <li>- Final synthesis report</li> </ul> <b>Key Informant Interviews (KIIs)</b> <ul style="list-style-type: none"> <li>- UNDP Staff</li> <li>- Implementing Partners (IPs)</li> <li>- Youth Volunteers (YVs)</li> </ul>	<ul style="list-style-type: none"> <li>- Reviewing reports to find out about sustainability strategies, and contributory factors</li> <li>- Interviewing key stakeholders on how the benefits accrued from the project will last.</li> </ul>	<ul style="list-style-type: none"> <li>• Nature of sustainability structures and strategies established</li> <li>• Level of implementation of the exit and sustainability strategies</li> <li>• Level of support from state institutions</li> <li>• Availability of financial and technical capacity to keep up the benefits produced by the project.</li> <li>• Level of adoption of project strategies in other sectors or by other actors</li> </ul>	<ul style="list-style-type: none"> <li>- Synthesis of reviewed data</li> <li>- Triangulation by comparing data from different sources and using different methods to obtain the results</li> </ul>
b) What is the scope and opportunities for the institutionalization of the YoVoReD-IV project into a national initiative at the state, regional and national level? At state and regional level:	5. To what extent did national and state level institutions support the project? 6. Did these institutions show technical capacity, leadership, and commitment to keep working with the project or to scale it up? 7. Have operating capacities been created and/or reinforced in	<b>Focused Group Discussions (FGDs)</b> <ul style="list-style-type: none"> <li>- Youth Groups</li> <li>- Club members</li> <li>- Accumulating Savings and Credit Associations (ASCAs)</li> </ul>			

Evaluation criteria & Key Questions	Specific sub-questions	Data sources	Data collection methods/ tools	Indicators/ success standard	Methods for data analysis
	national institutions? 8. Did the partners have sufficient financial and technical capacity to keep up the benefits produced by the project?	<b>Survey</b> - Direct beneficiaries (individual community members)			
<b>To what extent could YoVoReD-IV be replicable or scaled up at national, state or local levels?</b>	1. Are the project's strategies of youth empowerment, and involvement of youth in peace building cum decision making adopted in other areas or sectors and by other actors? 2. If yes, in which areas and by who? 3. If no, how could this be done at the community, state and national levels?				
<b>To what extent did the YoVoReD-IV align itself with the National Development Strategies and/or the UNDAF?</b>					
<b>Provide recommendations for ensuring sustainability.</b>					
<b>An analysis of the underlying factors beyond UNDP's control that influence the outcome.</b>					
<b>What are the underlying factors beyond UNDP's control that influence the outcome of the project?</b>					
<b>Impact: What difference has the intervention made?</b>					
a) Assess the impact of project interventions on the beneficiaries', both direct/indirect beneficiaries.	1. What is the impact that working with the project has made on you, your community / state or organization?	<b>Document Reviews</b> - Annual reports	- Reviewing reports to find out about difference the	• Changes that happened on the	- Synthesis of reviewed data



Evaluation criteria & Key Questions	Specific sub-questions	Data sources	Data collection methods/ tools	Indicators/ success standard	Methods for data analysis
b) Capture and describe the direct and indirect, intended and unintended, positive and negative effects of the project' activities interventions.	1. What are the most significant change (positive or negative, intended or unintended) that has happened to you, your community / state, or organization?	<ul style="list-style-type: none"> <li>- Final Phase IV report</li> <li>- Final synthesis report</li> </ul>	<ul style="list-style-type: none"> <li>- interventions have made</li> <li>- Interviewing key stakeholders about the significant changes that have been made.</li> </ul>	<ul style="list-style-type: none"> <li>- beneficiaries at the all levels, whether intended or unintended, positive or negative</li> <li>• Differences in gender relations in the outcomes achieved.</li> </ul>	<ul style="list-style-type: none"> <li>- Triangulation by comparing data from different sources and using different methods to obtain the results</li> </ul>
c) At least one evaluation question to address gender related projects' impact	1. Has the project made any difference to gender relations in the outcomes achieved? 2. If yes, what are they? 3. What are the specific effects of the project on women?	<b>Key Informant Interviews (KIIs)</b> <ul style="list-style-type: none"> <li>- UNDP Staff</li> <li>- Implementing Partners (IPs)</li> <li>- Youth Volunteers (YVs)</li> </ul> <b>Focused Group Discussions (FGDs)</b> <ul style="list-style-type: none"> <li>- Youth Groups</li> <li>- Club members</li> <li>- Accumulating Savings and Credit Associations (ASCAs)</li> </ul> <b>Survey</b> <ul style="list-style-type: none"> <li>- Direct beneficiaries (individual community members)</li> </ul>			

### Annex 3: List of Stakeholders and Persons contacted During Interviews

Implementing Partners					
Location	Name IP	Name of Officer	Position	Sex	Phone Number
Central Darfur	Trust for Rehabilitation and Development Organization (TDO)	Mohamed Abdaraheem Adam	Executive Director	Male	+249916748218
		Yagoub Osman Ygoub	Admin & Finance	Male	+249914104113 / +249123329774
	Mercy House for relief and Development Organization (MDO)	Ammar Mohamed Abbakar	Programme Manager	Male	+249915653549
East Darfur	National Initiative for Development Organization (NIDO)	Ahmed Adam Baleela	Project Coordinator	Male	+249911247819 / +249111314059
		AlSanosi Ali Beshara	Peace building coordinator	Male	+249122919063 / +249915566316
North Darfur	Voluntary Network for Rural Help and Development (VNRHD)	Abdalla Ahmed Adam Shoumain	Programme Coordinator	Male	+249917252033
South Darfur	Emergency Relief Rehabilitation and Development Agency (ERRADA)	Ahmed Osman Anglo	Executive Manager	Male	+249112113777 / +249915762829
		AlTahir Adam Mohamed	Programme coordinator	Male	+249913837737
West Darfur	Child Friendly Community Initiative (CFC)	Jadda Musa Abdalla (F)	Deputy Programme Director	Female	+249911372123
	Baida Organization for Relief and Development (BORD)	Mubark Omer Haroun	Deputy Executive Manager	Male	+249916545234
Government Officials (Ministries), State Institutions (Peace Centres) and the Youth Coordinating Units					
Location	Name Ministry / Institution	Name of Officer	Position	Sex	Phon Number
Central Darfur	Ministry of Finance and development planning	Ibrahim Musa Haggar	Director in Charge	Male	+249910014026
	General Directorate of Youth and Sports	Hammad Eldaw Eina	Director of the Youth and Sport Directorate	Male	+249912818087
	Director of the state Youth Centres	Eisa Mohammed AbuShama	Director of state Youth Centre	Male	+2499181008
	State Ministry of Health	Adam Mattar	Representative of the state Ministry of Health	Male	+2499 12497627
East Darfur	Higher Council for Youth and Sport	Adam Mohamed Ahmed	Secretary of the youth	Male	+249917170081

South Darfur	State Ministry of Youth and Sports	Omer Ahmed Makki	Director of the youth Admin. / Chairperson of SYVCU	Male	+249121177634 / +249964183281
	Ministry of Finance/ Foreign Aid	Maryam Mohamed Abdulrahman	YoVoReD-IV Project coordinator	Female	+249915836957 / +249124525587
West Darfur	State Ministry of Finance and Manpower	Ezzadeen Mohamed Sharif	Deputy Director for General Directorate of planning	Male	+249917677620 / +249114872284
	Ministry of Youth and Sports	Abdalhafeez Suleiman Abdulrahman	Director of the Youth Directorate	Male	+249914433778 / +249123491005
<b>UNDP Staff</b>					
<b>Location</b>	<b>Name of Officer</b>	<b>Position</b>		<b>Sex</b>	<b>Phon Number</b>
Central Darfur	Yagoub Abdalla Adam	Livelihood Officer/Youth empowerment		Male	+249118257257
East Darfur	Alaaeldin Mahmoud	Project Analyst		Male	+249912511189
North Darfur	Amna Tameem	Livelihood Analyst- Youth Empowerment		Female	+249918522747
West Darfur	Ahmed Hadal	UNDP Livelihoods Analyst		Male	+249909481718
South Darfur	Eman Arbab	Program Analyst-UNDP		Female	+249912167790

#### Annex 4: YoVoReD Project Indicator Performance Matrix

Outcome/Output/Key activities		Indicator	Baseline	Target	Cumulative Performance	percent Performance	percent Change (Actuals vrs Target)	percent Change (Actuals vrs Baseline)
					(Year1 – Year2)			
Outcome: The socio-economic empowerment of Darfur youth increased through access to skills, decent employment and productive assets		Number of Youth Volunteers who are employed within six months after their graduation from the project	20 percent	30 percent	100 (50 percent) YV employed according to end line survey	116 percent	167 percent	250 percent
		percent of youth stating increased capacity to access employment and business opportunities	0	80 percent	100 percent of the YV indicated their capacity to access employment increased	125 percent	125 percent	NA
		percent increase in household income among youth and community beneficiaries	0	85 percent	Incomes of the Youth beneficiaries and the community increased by an average of 142 percent	167 percent	167 percent	NA
Output 1: Capacity of Darfur Youth increased to support peace and socio-economic recovery of conflict affected communities	Output Indicator 1.1	1.1 Number of youth volunteers selected, trained	355	200	200	100 percent	100 percent	Target Set < Baseline Value
	Output Indicator 1.2	1.2 percent youth volunteers satisfied with training	85 percent	85 percent	95 percent of the YV expressed satisfaction of the training received	95 percent	112 percent	12 percent
	Output Indicator 1.3	1.3 percent of youth deployed who successfully completed	90 percent	100 percent	100 percent deployed completed	100 percent	100 percent	11 percent

improved through skill acquisition,		deployment			deployment			
	Output Indicator 1.3	1.4 Number of community projects initiated by state by type	0	30	50	167 percent	167 percent	NA
	Output Indicator 1.5	1.5 percent of youth gaining self and formal employment after completion of deployment;	20 percent	30 percent	50 percent of the YV have had employment; self-employed, Government, UN agencies, NGOs, and private sector	167 percent	167 percent	150 percent
	Output Indicator 1.5	1.5 Number of youths supported to start businesses as entrepreneurs through business incubation:	0	100	90 youth awarded grant as a start-up capital	90 percent	90 percent	NA
	Output Indicator 1.6	1.6 Number of advocacy meetings held	0	5	5	100 percent	100 percent	NA
	Output Indicator 1.7	1.7 Number of job fairs and graduation ceremonies held	6	5	5	100 percent	100 percent	Target Set < Baseline Value
Outcome 2: Community recovery and resilience enhanced through improved social cohesion and delivery of peace dividends and durable solutions.		Number of peacebuilding initiatives carried out by the Youth through the project	0	50	22 initiated. Organising public events was challenging due to political situation in the country.	44 percent	44 percent	NA
		Number of community members benefiting from community improvement projects.	0	10000	92,640	926 percent	926 percent	NA
		percent reduction in inter-communal and inter-tribal conflicts and tensions	75 percent	85 percent	88.5 percent	104 percent	104 percent	18 percent

Output 2: Livelihoods and local economic recovery of conflict-affected communities is enhanced through increased access to business management skills,	Output Indicator 2.1	2.1 Number of community members trained disaggregated by sex.	26000	10000	10,028	100.28 percent	100 percent	Target Set < Baseline Value
	Output Indicator 2.2	2.2 Number of business ideas supported disaggregated by sex.	150	200	234	117 percent	117 percent	56 percent
	Output Indicator 2.3	2.3 Number of Accumulating Savings and Credit Associations (ASCA) in place and functional.	45	150	175 ASCAs were established	117 percent	117 percent	289 percent
	Output Indicator 2.4	2.4 Number of ASCA who received follow-up support.	214	50	96	192 percent	192 percent	Target Set < Baseline Value
Outcome 3: Participation and engagement of youth in civic duties, political and peace processes and decision-making increased at local and state levels.		percent of Youth stating involvement in decision making, civic and political activities and peacebuilding processes.	0	75 percent	85 percent	113 percent	113 percent	NA
		Number of Youth clubs that are functioning	0	50	46 youth clubs functioning	92 percent	92 percent	NA
		Number of platforms in places to encourage the voice of the youth	0	50	The youth clubs have become the main platform to encourage the youth to take active part in decision making process	92 percent	92 percent	NA
Output 3: Community peace and social cohesion improved among target communities through integrated	Output Indicator 3.1	3.1 Number of Youth Volunteer and community Youth trained as Peace Ambassadors and Trainers (ToTs) on conflict management and negotiation skills and functional	0	250	289	116 percent	116 percent	NA

peacebuilding activities.	Output Indicator 3.2	3.2 Number of locality-level peace dialogue, forums and consultations held	0	15	22	147 percent	147 percent	NA
	Output Indicator 3.3	3.3 Number of peace event organized.	0	10	10	100 percent	100 percent	NA
	Output Indicator 3.4	3.4 percent of community members expressing increase in social cohesion.	TBE	75 percent	98 percent	131 percent	131 percent	NA
Output 4: Capacity of state government institutions to support community peace and recovery improved with emphasis on the needs of youth and women across	Output Indicator 4.1	4.1 Number of coordination structure reviewed and in place.	4	5	5	100 percent	100 percent	25 percent
	Output Indicator 4.2	4.2 Number of SYVCU coordination meetings held	2	monthly coordination meetings held in each of the 5 States	An average of 15 monthly coordination meetings held in each of the 5 States	100 percent	100 percent	650 percent
	Output Indicator 4.3	4.3 Number of Institutions received capacity support	4	5	5	100 percent	100 percent	25 percent
	Output Indicator 4.4	4.4 Number of trainings organized on selected topics and percent satisfied.	2	5	Five trainings organized with 81 percent satisfied	100 percent	100 percent	150 percent

## **Annex 5: Code of conduct signed by evaluators.**

### **CODE OF CONDUCT FOR EVALUATION IN THE UNITED NATIONS SYSTEM**

1. The conduct of evaluators in the UN system should be beyond reproach at all times. Any deficiency in their professional conduct may undermine the integrity of the evaluation, and more broadly evaluation in the UN or the UN itself, and raise doubts about the quality and validity of their evaluation work.
2. The UNEG<sup>1</sup> Code of Conduct applies to all evaluation staff and consultants in the UN system. The principles behind the Code of Conduct are fully consistent with the Standards of Conduct for the International Civil Service by which all UN staff are bound. UN staff are also subject to any UNEG member specific staff rules and procedures for the procurement of services.
3. The provisions of the UNEG Code of Conduct apply to all stages of the evaluation process from the conception to the completion of an evaluation and the release and use of the evaluation results.
4. To promote trust and confidence in evaluation in the UN, all UN staff engaged in evaluation and evaluation consultants working for the United Nations system are required to commit themselves in writing to the Code of Conduct for Evaluation<sup>2</sup> (see Annexes 1 and 2), specifically to the following obligations:

### **Independence**

5. Evaluators shall ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.

### **Impartiality**

6. Evaluators shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated.

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<sup>1</sup> UNEG is the United Nations Evaluation Group, a professional network that brings together the units responsible for evaluation in the UN system including the specialized agencies, funds, programmes and affiliated organisations. UNEG currently has 43 such members.

<sup>2</sup> While the provisions of the Code of Conduct apply to all UN staff involved in evaluation, only UN staff who spend a substantial proportion of their time working on evaluation are expected to sign the Code of Conduct, including staff of evaluation, oversight or performance management units directly involved in the management or conduct of evaluations. All evaluation consultants are required to sign when first engaged by a UNEG member.



## **Conflict of Interest**

7. Evaluators are required to disclose in writing any past experience, of themselves or their immediate family, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise. Before undertaking evaluation work within the UN system, each evaluator will complete a declaration of interest form (see Annex 3).

## **Honesty and Integrity**

8. Evaluators shall show honesty and integrity in their own behaviour, negotiating honestly the evaluation costs, tasks, limitations, scope of results likely to be obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the evaluation.

## **Competence**

9. Evaluators shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.

## **Accountability**

10. Evaluators are accountable for the completion of the agreed evaluation deliverables within the timeframe and budget agreed, while operating in a cost-effective manner.

## **Obligations to participants**

11. Evaluators shall respect and protect the rights and welfare of human subjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions. Evaluators shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented. Evaluators shall make themselves aware of and comply with legal codes (whether international or national) governing, for example, interviewing children and young people.

## **Confidentiality**

12. Evaluators shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.

## **Avoidance of Harm**

13. Evaluators shall act to minimise risks and harms to, and burdens on, those participating in the evaluation, without compromising the integrity of the evaluation findings.

## **Accuracy, Completeness and Reliability**

14. Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. Evaluators shall explicitly justify judgements, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.

## **Transparency**

15. Evaluators shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings. Evaluators shall ensure that stakeholders have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.

## **Omissions and wrongdoing**

16. Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.

(Each UNEG member to create its own forms for signature)

**Annex 1: United Nations Evaluation Group – Code of Conduct for Evaluation in the UN System**

**Evaluation Staff Agreement Form**

To be signed by all staff engaged full or part time in evaluation at the start of their contract.

**Agreement to abide by the Code of Conduct for Evaluation in the UN System**

Name of Staff Member: \_\_\_\_\_

**I confirm that I have received and understood, and will abide by the United Nations Evaluation Group Code of Conduct for Evaluation.**

Signed at (place) on (date)

Signature: \_\_\_\_\_

(Each UNEG member to create its own forms for signature)

**Annex 2: United Nations Evaluation Group Code of Conduct for Evaluation in the UN System**

**Evaluation Consultants Agreement Form**

To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

**Agreement to abide by the Code of Conduct for Evaluation in the UN System**

**Name of Consultant:** \_\_\_\_\_

**Name of Consultancy Organisation** (where relevant): \_\_\_\_\_

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at (place) on (date)

Signature: \_\_\_\_\_