Dignity, Justice, and Peace

DRAFT YOUTH GOVERNANCE ACADEMY FRAMEWORK

Building Sudan's Next Generation of Democratic Leaders

A Comprehensive Program for Training and Deploying Youth in Transitional Governance

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ABBREVIATIONS

AU - African Union
CAR - Central African Republic
CEDAW - Convention on the Elimination of All Forms of Discrimination Against Women
CSO - Civil Society Organization
DDR - Disarmament, Demobilization, and Reintegration
DFID - Department for International Development (UK)
DRC - Democratic Republic of Congo
ERR - Emergency Response Room
EU - European Union
GBV - Gender-Based Violence
GDP - Gross Domestic Product
GIZ - Deutsche Gesellschaft für Internationale Zusammenarbeit (German Development Agency)
ICC - International Criminal Court
ICRC - International Committee of the Red Cross
IDP - Internally Displaced Person
IGAD - Intergovernmental Authority on Development
IMF - International Monetary Fund
INGO - International Non-Governmental Organization
IOM - International Organization for Migration
KPI - Key Performance Indicator
M&E - Monitoring and Evaluation
MEL - Monitoring, Evaluation, and Learning
MoU - Memorandum of Understanding
NGO - Non-Governmental Organization
OCHA - United Nations Office for the Coordination of Humanitarian Affairs
OECD - Organisation for Economic Co-operation and Development

RSF - Rapid Support Forces
SAF - Sudanese Armed Forces
SIDA - Swedish International Development Cooperation Agency
SSR - Security Sector Reform
ToR - Terms of Reference
ToT - Training of Trainers
TRC - Truth and Reconciliation Commission
UN - United Nations
UNDP - United Nations Development Programme
UNECA - United Nations Economic Commission for Africa
UNESCO - United Nations Educational, Scientific and Cultural Organization
UNFPA - United Nations Population Fund
UNHCR - United Nations High Commissioner for Refugees
UNICEF - United Nations Children's Fund
UNMAS - United Nations Mine Action Service
UNSC - United Nations Security Council
USAID - United States Agency for International Development
USD - United States Dollar
USI - Unite Sudan Initiative
WFP - World Food Programme
WHO - World Health Organization
YGA - Youth Governance Academy

EXECUTIVE SUMMARY

The **Youth Governance Academy (YGA)** represents a transformative approach to Sudan's political transition, addressing the critical gap between the current military-political establishment's demonstrated failures and the urgent need for capable, ethical, civilian leadership. This proposal outlines a comprehensive 18-month program to identify, train, and deploy 250-300 young Sudanese leaders in transitional governance roles, creating the foundation for democratic elections and sustainable civilian rule.

The Challenge

Sudan faces simultaneous crises: ongoing armed conflict between SAF and RSF, widespread atrocities by all parties, humanitarian catastrophe affecting 25 million people, state institutional collapse, and deep-rooted governance failures spanning decades. Traditional political and military elites have repeatedly demonstrated their inability or unwillingness to prioritize national interests over personal power. Meanwhile, the youth who led the 2019 revolution and currently sustain communities through grassroots Emergency Response Rooms possess moral authority, popular legitimacy, and practical experience—but lack formal governance training and international recognition.

The Solution

The YGA will create a pipeline of trained, vetted, diverse young leaders capable of assuming transitional governance responsibilities across Sudan's governmental, judicial, and oversight institutions. The program combines intensive academic training with practical internships, mentorship from experienced administrators, and phased deployment into real governance roles with appropriate support systems.

Core Components

1. Rigorous Selection (Months 1-3):
Identify 250-300 candidates aged 25-40 through nomination by trusted civil society networks, ensuring gender balance (minimum 40% women), regional diversity representing all of Sudan's states, ethnic and linguistic inclusion, and proven community leadership during the conflict.

2. Intensive Training (Months 4-9):
Six-month residential program covering democratic governance, public administration, financial management and anti-corruption, security sector oversight, transitional justice, constitutional design, gender mainstreaming, and economic recovery. Delivered through combination of classroom instruction, case studies from comparative contexts, simulation exercises, and field exposure.

3. Supervised Internships (Months 10-12):
Three-month practical placements in functioning governmental bodies (potentially in Kenya, Ghana, Tunisia, or restored Sudanese institutions) with mentorship from experienced civil servants, allowing graduates to apply theoretical knowledge in real administrative contexts.

4. Phased Deployment (Months 13-18+):
Graduates assume positions as Deputy Ministers in service delivery sectors, Provincial/Local Administrators replacing military appointees, Commissioners in oversight bodies (anti-corruption, human rights, security sector), Constitutional Commission members, and Transitional Justice Commission staff. Each deployed graduate receives ongoing mentorship, peer support networks, and performance monitoring.

Expected Outcomes

By Month 18:

- 250 trained youth administrators deployed in transitional governance roles
- At least 100 women in decision-making positions across government and oversight bodies
- All 18 Sudanese states with youth-led provincial administration components
- Functional anti-corruption commission with investigative capacity
- Constitutional drafting process underway with broad youth participation
- Transitional justice mechanisms operational with survivor-centered approaches

By Month 36:

- New constitution adopted through inclusive consultative process
- Electoral framework established and voter registration completed
- Free and fair elections conducted under civilian oversight
- Permanent civil service incorporating YGA graduates
- Sustainable governance training institution established for future cohorts

Resource Requirements

Total Budget: €24.8 million over 3 years

- Training Program (facilities, instructors, materials): €8.2 million
- Participant Support (stipends, housing, transportation): €5.4 million
- Deployment Support (salaries, mentorship, operations): €7.6 million
- Monitoring, Evaluation, Learning: €1.8 million
- Contingency and Security (15%): €1.8 million

Strategic Rationale

This investment represents exceptional value compared to alternatives:

Compared to Traditional Political Settlements: Most post-conflict power-sharing arrangements cost billions in military integration, amnesty buy-outs, and ongoing factional subsidies while often failing within 5 years. YGA creates legitimate civilian governance capacity for fraction of the cost.

Compared to International Administration: UN transitional administrations (Kosovo, East Timor) cost hundreds of millions annually while creating dependency. YGA builds indigenous Sudanese capacity from inception.

Compared to Continued Conflict: Each month of war costs Sudan's economy an estimated $500 million, kills countless, and displaces hundreds of thousands. Accelerating transition through youth governance reduces conflict duration and associated costs.

Critical Success Factors

1. **Security Guarantees:** International protection for YGA participants, facilities, and deployed graduates
2. **SAF Buy-In:** Current government acceptance of civilian oversight and youth participation in transitional roles
3. **Sustained Funding:** Multi-year commitments from donor consortium, not short-term project grants
4. **Civil Society Partnership:** Deep collaboration with ERRs, resistance committees, women's networks ensuring community accountability
5. **Regional Support:** Neighboring states hosting training facilities and providing technical expertise
6. **Independent Oversight:** Transparent governance of YGA itself, with civil society and international monitoring

Risks and Mitigation

Political Resistance: Military establishment may resist civilian oversight → Mitigation: International conditionality linking reconstruction funding to YGA implementation; phased approach demonstrating youth competence

Security Threats: Participants may face targeting by spoilers → Mitigation: Confidential selection process; secure training facilities; rapid response protocols; international visibility raising costs of attacks

Capacity Constraints: Limited pool of qualified instructors and mentors → Mitigation: Engage Sudanese diaspora professionals; partner with regional academic institutions; use hybrid learning models

Sustainability: Program ends but governance needs continue → Mitigation: Institutionalize YGA as permanent National Governance Institute; create alumni network; ensure constitutional provisions for youth participation

Conclusion

The Youth Governance Academy is not a theoretical experiment—it is a practical, evidence-based response to Sudan's governance crisis, drawing on successful models from Tunisia's post-2011 civil society engagement, Kenya's devolution capacity building, Rwanda's leadership academies, and Timor-Leste's youth parliament programs, while being specifically adapted to Sudan's context.

Sudan's youth have already demonstrated their capacity through extraordinary acts of community organization, humanitarian response, and moral courage under the most difficult circumstances imaginable. They deserve the opportunity to lead their country's recovery, equipped with the training, resources, and support necessary to succeed.

This proposal provides international partners a concrete, measurable mechanism to support Sudan's transition from military rule to democratic civilian governance. The alternative—continued investment in failed political elites or passive observation of state collapse—is both morally unconscionable and strategically catastrophic.

The time to invest in Sudan's youth is now.

1. INTRODUCTION

1.1 Context and Rationale

Sudan has been engulfed in a devastating conflict since April 2023, when tensions between the Sudanese Armed Forces (SAF) and the Rapid Support Forces (RSF) erupted into full-scale war. As of January 2026, the conflict has resulted in an estimated 150,000+ deaths, displaced over 10

million people (the world's largest displacement crisis), and created humanitarian needs affecting 25 million Sudanese—more than half the population (OCHA, 2025).

Beyond the immediate humanitarian catastrophe, Sudan faces profound governance failures that predate and contributed to the current crisis:

Historical Governance Deficits:

- Military regimes have ruled Sudan for 52 of its 69 years of independence (Copnall, 2014)
- Systematic exclusion of marginalized regions (Darfur, Kordofan, Blue Nile, Eastern Sudan) from political and economic power (de Waal, 2021)
- Endemic corruption, with Sudan ranking 174 out of 180 countries on Transparency International's Corruption Perceptions Index prior to the war (Transparency International, 2023)
- Weak state institutions captured by military-commercial networks (Verhoeven, 2022)

The 2019 Revolution and Its Betrayal: Sudanese youth and civil society organizations led a remarkable democratic uprising in 2018-2019, overthrowing Omar al-Bashir's 30-year dictatorship through sustained nonviolent resistance. The revolution's success demonstrated Sudanese capacity for mass mobilization, sophisticated political organizing, and commitment to democratic values (Gaiballa & Hassan, 2020). However, the subsequent transitional period was undermined by military retention of power through the 2021 coup and ultimately the 2023 war.

Current Governance Vacuum: The internationally recognized government, led by a nominated Prime Minister, relocated from Port Sudan to Khartoum in late 2025/early 2026. While symbolically significant, this government faces severe legitimacy and capacity challenges:

- Limited territorial control, with vast areas under RSF occupation or contested
- Minimal administrative capacity after years of institutional degradation
- Dominated by military appointees with limited civilian technical expertise
- Weak connection to grassroots civil society networks that sustained communities during conflict
- No clear pathway to democratic transition or civilian rule

Youth-Led Resilience: While formal state institutions collapsed, Sudanese youth and civil society demonstrated remarkable resilience through:

- **Emergency Response Rooms (ERRs):** Volunteer networks in neighborhoods across Sudan providing food distribution, medical care, protection services, and coordination—effectively replacing state functions (Koko, 2024)
- **Resistance Committees:** Decentralized democratic organizing structures that mobilized the 2019 revolution and continue community governance (Abdelaziz et al., 2022)
- **Professional Associations:** Doctors, lawyers, engineers, teachers maintaining services and ethical standards despite collapse of formal institutions
- **Women's Protection Networks:** Organizing safe houses, legal aid, psychosocial support, and advocacy in face of epidemic sexual violence

These grassroots structures represent Sudan's most legitimate and effective governance capacity, yet they remain systematically excluded from formal political processes.

The Rationale for Youth Governance Academy:

The Youth Governance Academy addresses this fundamental disconnect. It recognizes that:

1. **Proven Capacity:** Young Sudanese have already demonstrated governance capability through crisis management, resource mobilization, and democratic organizing
2. **Moral Authority:** Youth who sacrificed for the 2019 revolution and sustained communities through war possess legitimacy that traditional elites lack
3. **Capacity Gap:** Despite practical experience, most youth leaders lack formal training in public administration, financial management, constitutional design, and other technical governance skills
4. **Transition Opportunity:** Sudan's current state fragility creates space for governance innovation that would be impossible in stable authoritarian context
5. **Demographic Reality:** Sudan's median age is 19.2 years (UNDESA, 2024); any sustainable governance system must incorporate youth perspectives and energy
6. **International Precedent:** Youth-inclusive governance has proven critical to successful democratic transitions in Tunisia, Timor-Leste, and other contexts (Honwana, 2013; Urdal, 2006)

The YGA is therefore not simply a training program—it is a mechanism for transforming Sudan's most valuable governance resource (youth civil society) into formal institutional leadership during the critical transitional period, creating foundation for sustainable democratic civilian rule.

1.2 The Case for Youth Leadership

1.2.1 Empirical Evidence for Youth Inclusion in Governance

Research on post-conflict transitions and democratic consolidation demonstrates that youth inclusion correlates with better governance outcomes:

Political Stability:

- Analysis of 73 peace processes shows those including youth organizations in formal negotiations were 35% more likely to maintain peace agreements beyond 5 years (UNFPA, 2020)
- Countries with higher youth political participation score 0.23 points higher on Democracy Index (0-10 scale), controlling for GDP and education (Democracy Index, 2023)

Service Delivery:

- Local governments with youth representatives (under 35) show 18% higher citizen satisfaction with public services in African contexts (Afrobarometer, 2022)
- Youth-led community organizations demonstrate 40% lower overhead costs than traditional NGOs while maintaining comparable service quality (Humanitarian Practice Network, 2019)

Innovation and Adaptability:

- Younger civil servants adopt technological innovations at 2.3x rate of older peers, improving government efficiency (OECD Public Governance Review, 2021)
- Youthful parliaments in Rwanda, Tunisia, and Nepal introduced more constitutional protections for marginalized groups (IPU Youth Participation Report, 2021)

1.2.2 Sudan-Specific Youth Capacity

Sudanese youth have demonstrated specific competencies directly relevant to governance:

Democratic Organizing: The 2019 revolution showcased sophisticated organizational capacity including:

- Horizontal coordination across ethnic, regional, and class divisions
- Nonviolent discipline despite severe provocation (Janjaweed massacre of protesters)
- Strategic communication using social media while evading state surveillance
- Sustained mass mobilization over 8 months of daily protests

Academic analysis identifies these as markers of democratic maturity typically requiring decades to develop (Thurston, 2020; Lynch, 2021).

Crisis Management: Emergency Response Rooms demonstrate public administration skills:

- **Resource Mobilization:** ERRs raised and distributed over $50 million in diaspora contributions 2023-2025, with transparent accounting systems developed independently (Hamid, 2024)
- **Needs Assessment:** Sophisticated data collection on food security, medical needs, protection gaps using mobile technology and community networks
- **Logistics Coordination:** Organized food convoys across conflict lines, negotiating with armed actors while maintaining neutrality
- **Personnel Management:** Recruited, vetted, and supervised thousands of volunteers across security-compromised environments

Technical Competence: Sudanese professional associations maintained critical functions:

- Doctors' Committee operated underground hospitals and trained community health workers during telecommunications blackouts
- Engineers' Association maintained water systems and electricity infrastructure with minimal resources
- Teachers' Associations organized remote learning for displaced children
- Lawyers' networks documented atrocities and provided legal aid to detainees

These demonstrate technical skills that transfer directly to governmental roles.

Gender Balance: Unlike traditional Sudanese political structures dominated by older men, youth movements demonstrate gender equity:

- Women comprised 60-70% of participants in 2019 street protests (UN Women, 2020)
- ERRs and resistance committees average 45% women in leadership positions (Abdelaziz et al., 2022)
- Women-led civil society organizations manage some of largest protection and service delivery programs

This provides pathway to transform Sudan's governance culture toward inclusion.

1.2.3 Comparative Case Studies

Tunisia (2011-2015): Following the Arab Spring, Tunisia incorporated youth civil society activists into constitutional assembly and transitional institutions. Youth representatives (under 35) comprised 22% of constitutional assembly members, contributing:

- Progressive provisions on gender equality, freedom of expression, and regional autonomy
- Innovative consensus-building mechanisms that prevented ideological deadlock
- Legitimacy with youth population, reducing street violence during contentious debates

Tunisia's constitution is considered the Arab world's most democratic, attributed partly to youth inclusion (Stepan, 2012; Arieff, 2020).

Timor-Leste (2001-2006): Post-independence, Timor-Leste established Youth Parliament (ages 17-30) running parallel to national parliament:

- Youth MPs received governance training from UNDP and Australian government
- Youth Parliament produced policy recommendations on education, employment, land reform
- 40% of youth parliamentarians later elected to national parliament or appointed to civil service
- Model credited with smooth transition to democratic governance (Niner, 2009; Richmond & Franks, 2008)

Rwanda (1994-2000): Rwanda's National Unity and Reconciliation Commission deliberately recruited young leaders (genocide survivors and perpetrators' children) for reconciliation work:

- Youth commissioners received intensive training in transitional justice, trauma counseling, community mediation
- Youth-led community dialogues achieved 75% participation vs. 35% for elder-led sessions
- Youth generation credited with breaking cycles of ethnic hatred that fueled genocide (Clark, 2010; Buckley-Zistel, 2009)

Kenya (2010-2013): Kenya's devolution to 47 county governments required massive capacity building:

- Youth (under 35) comprised 30% of participants in governance training programs
- Youth-led civil society organizations became primary oversight mechanisms for county spending

- Counties with higher youth participation in governance showed 25% lower corruption indices (World Bank Devolution Review, 2015)

1.2.4 Why Youth Leadership is Essential for Sudan

Sudan's specific context makes youth governance particularly critical:

Breaking Patronage Networks: Traditional elites are embedded in military-commercial patronage systems that systematically loot state resources (Verhoeven, 2022). Youth leaders, lacking these established corrupt relationships, can implement anti-corruption systems that would be impossible for compromised elites.

Legitimacy with War-Affected Population: The 10 million displaced Sudanese are disproportionately young, female, and from marginalized regions. A government perceived as representative of their generation and experience is essential for legitimacy.

Long-Term Commitment: Youth leaders in their 30s have 30-40 year career horizons, creating incentives for sustainable institution-building rather than short-term extraction by older elites nearing retirement.

Digital Governance: Sudan's reconstruction will require modern administrative systems (digital identity, mobile money for aid, transparent procurement platforms). Youth demonstrate vastly higher technological competence than older generations.

Regional Relationships: Sudanese youth have strong networks with civil society peers across Africa and Arab world through social media, academic exchanges, and activism. These horizontal relationships can counterbalance Sudan's traditional vertical client relationships with Gulf states and great powers.

1.3 Program Objectives

The Youth Governance Academy pursues interconnected objectives across timeframes:

1.3.1 Immediate Objectives (Months 1-12)

Objective 1: Identify and recruit 250-300 exceptional young Sudanese leaders representing the country's geographic, ethnic, linguistic, and gender diversity

Success Criteria:

- Minimum 40% women participants
- Representatives from all 18 Sudanese states
- Minimum 30% from Darfur, South Kordofan, Blue Nile, Eastern states (historically marginalized regions)
- 90% of participants have demonstrated community leadership during 2023-2026 conflict period
- Selection process validated as transparent and merit-based by independent civil society oversight panel

Objective 2: Deliver comprehensive governance training equipping participants with technical competencies and ethical frameworks for public service

Success Criteria:

- 90% of participants complete 6-month intensive curriculum
- 85% achieve proficiency (70%+ scores) across all 8 core competency modules
- 100% complete internship placements in functioning governmental/civil society institutions
- Post-training assessments show 300% increase in technical governance knowledge compared to baseline
- Participant satisfaction rating of 4.0/5.0 or higher

Objective 3: Create institutional partnerships enabling graduate deployment in transitional governance roles

Success Criteria:

- Memoranda of Understanding signed with Sudanese transitional government for graduate placement
- At least 5 international development partners committed to funding deployment phase
- Partnership agreements with 3+ African countries for hosting internship placements
- Civil society endorsement from minimum 50 ERRs and resistance committees nationwide

1.3.2 Medium-Term Objectives (Months 13-36)

Objective 4: Deploy YGA graduates in substantive transitional governance positions across executive, oversight, and constitutional bodies

Success Criteria:

- 200+ graduates (80%) placed in defined governance roles within 18 months of program completion
- Minimum 40% of deployed graduates are women
- Youth representation in all service delivery ministries (Health, Education, Water, Agriculture, Infrastructure)
- Youth-led provincial/local administration in at least 12 of 18 states
- Functional anti-corruption commission and human rights commission with youth staff
- Constitutional commission with 25%+ youth membership

Objective 5: Demonstrate tangible improvements in governance quality and service delivery attributable to youth leadership

Success Criteria:

- Citizen satisfaction with government services increases 20% in youth-administered areas (baseline vs. 18-month assessment)

- Documented reduction in corruption complaints in sectors with youth oversight (25% decrease)
- 50% increase in transparency (budget publication, procurement disclosure) in youth-led institutions
- Service delivery indicators (school reopening, health facility function, water access) improve 30% faster in youth-administered regions
- Zero tolerance for atrocity perpetrators in youth-vetted security positions

Objective 6: Establish foundation for democratic elections and sustainable civilian governance

Success Criteria:

- Constitutional draft completed through inclusive process with civil society participation
- Electoral framework legislation developed with international standards compliance
- Voter registration infrastructure operational in 80%+ of territory
- Political party registration law enabling diverse party formation
- Independent electoral commission established with youth representation
- Timeline and benchmarks for elections agreed by transitional government and stakeholders

1.3.3 Long-Term Objectives (Years 3-5)

Objective 7: Institutionalize youth governance training as permanent feature of Sudan's democratic system

Success Criteria:

- National Governance Institute established with legal mandate and sustainable funding
- Second cohort of 200 youth administrators recruited and trained
- YGA curriculum adopted by Sudanese universities as public administration certification
- Alumni network of 500+ active in governance roles across governmental, civil society, private sectors
- Regional replication with youth governance academies established in neighboring states

Objective 8: Complete democratic transition with free and fair elections producing legitimate, capable civilian government

Success Criteria:

- Elections conducted within 36 months meeting AU/EU international observation standards
- 30%+ of elected parliamentarians under age 40
- 40%+ women representation in parliament and cabinet
- Peaceful transfer of power from transitional to elected government
- YGA graduates comprising 40%+ of permanent civil service leadership

Objective 9: Sudan recognized as model for youth-inclusive post-conflict governance in Africa

Success Criteria:

- International governance indices (Ibrahim Index, Democracy Index) show Sudan improvement of 20+ percentile points
- YGA documented in comparative governance literature and policy forums
- Requests from 5+ African countries for technical assistance in replicating model
- Sudan case study included in UNDP, World Bank, AU governance training materials

1.4 Guiding Principles

The Youth Governance Academy operates according to foundational principles ensuring ethical integrity and sustainable impact:

1.4.1 Sudanese Ownership and Leadership

Principle: The YGA is a Sudanese program for Sudan's future, not an externally imposed intervention.

Application:

- Sudanese civil society organizations have majority representation on YGA Governing Board
- Curriculum developed through consultative process with Sudanese academics, practitioners, and community leaders
- Instructor recruitment prioritizes Sudanese diaspora professionals before international experts
- Language of instruction is Arabic with English as supplementary (not vice versa)
- Program evaluation criteria defined by Sudanese stakeholders, not donor preferences
- Graduate deployment decisions made by Sudanese selection committees, not international partners

1.4.2 Merit-Based Selection

Principle: Participation is earned through demonstrated competence and commitment, not patronage, ethnic quotas, or political affiliation.

Application:

- Transparent selection criteria published publicly and applied uniformly
- Multiple assessment methods (nomination, interviews, practical exercises, reference checks) to prevent gaming
- Independent oversight panel reviews all selections for bias
- Zero tolerance for nepotism, bribery, or political interference
- Appeals process for candidates who believe they were unfairly excluded
- Annual publication of participant demographics and selection statistics

1.4.3 Gender Equality

Principle: Women must have equal access to governance training and leadership positions.

Application:

- Minimum 40% women in each cohort (aspirational target 50%)
- Gender-blind selection criteria with affirmative outreach to women's networks
- Safe, supportive learning environment with zero tolerance for harassment
- Curriculum includes gender mainstreaming in all modules (not isolated "women's issues")
- Childcare support for participants with young children
- Mentorship from senior women administrators and politicians
- Deployment positions monitored for gender equity (40% minimum women)

1.4.4 Diversity and Inclusion

Principle: Sudan's ethnic, regional, linguistic, and religious diversity is a source of strength requiring representation in governance.

Application:

- Proportional representation from all 18 states ensuring no region dominates
- Affirmative outreach to historically marginalized groups (Darfuri, Nuba, Beja, Fur, Masalit)
- Accommodation for linguistic diversity (translation, interpretation as needed)
- Curriculum includes modules on managing diversity, federalism, minority rights
- Explicit rejection of ethnic supremacy or Arab vs. African framing
- Inter-ethnic dialogue and relationship-building integrated throughout program

1.4.5 Accountability and Transparency

Principle: The YGA must model the governance standards it seeks to instill.

Application:

- Public disclosure of all budgets, expenditures, donor contributions
- Open-source publication of curriculum, training materials, evaluation tools
- Independent financial audits conducted annually and published
- Grievance mechanism for participants to report concerns without retaliation
- Regular public reporting on progress against objectives and KPIs
- External evaluation by independent researchers with full access to data
- Media access to document program (protecting participant security as needed)

1.4.6 Non-Partisanship

Principle: The YGA serves Sudan's democratic future, not any political party or faction.

Application:

- Participants sign code of conduct prohibiting partisan activity during training
- Curriculum presents multiple political ideologies objectively without advocacy
- No political party recruitment or organizing permitted in YGA spaces
- Deployed graduates serve in technical/administrative capacities, not political appointments
- Upon election/appointment to partisan political office, graduates transition out of YGA-supported positions
- YGA as institution takes no position on elections, referenda, or political controversies

1.4.7 Survivor-Centered Justice

Principle: Governance cannot be built on impunity; accountability for atrocities is non-negotiable.

Application:

- Rigorous vetting excludes any candidates credibly accused of war crimes, sexual violence, torture, or extrajudicial killings
- Curriculum emphasizes transitional justice, victim rights, and reconciliation
- Deployed graduates prohibited from collaborating with atrocity perpetrators
- YGA supports independent documentation of crimes and cooperation with accountability mechanisms
- Survivors and affected communities consulted on justice-related curriculum and policies

1.4.8 Evidence-Based Adaptation

Principle: The YGA learns from implementation experience and adjusts accordingly.

Application:

- Robust monitoring and evaluation from program inception
- Quarterly review of progress data with willingness to modify approaches
- Documentation of lessons learned for future cohorts and replication
- Integration of participant feedback into curriculum and methodology
- Comparison with international best practices and evidence
- Intellectual humility about what works in Sudan's unique context

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2. PROGRAM DESIGN

2.1 Target Population and Selection Criteria

2.1.1 Target Population Demographics

Age Range: 25-40 years

Rationale:

- **Lower Bound (25):** Sufficient maturity and life experience for governance responsibilities; typically completed university education; established community credibility
- **Upper Bound (40):** Represents genuine generational change from older political elite (most current political/military leaders are 50+); sufficient career runway (25-30 years) for long-term institution building; maintains connection to youth movements and technology

Target Number: 250-300 participants per cohort

Rationale:

- Large enough to deploy across Sudan's 18 states and multiple governance sectors
- Small enough for intensive, high-quality training and meaningful relationships
- Comparable to successful programs: Tunisia's constitutional assembly (217 members), Timor-Leste's civil service academy (300/year), Rwanda's leadership programs (200-250/cohort)
- Allows for 20% attrition while still achieving 200+ graduates

Gender Composition: Minimum 40% women, aspirational target 50%

Rationale:

- Exceeds Africa's average women in governance (24%) and Sudan's historical levels (<15%)
- Reflects women's actual participation in resistance movements and ERRs (45%)
- Creates critical mass preventing tokenization
- Aligns with CEDAW commitments and AU Agenda 2063 targets

Geographic Distribution: Proportional representation from all 18 states with affirmative outreach to marginalized regions

State-by-State Target Allocation (based on population and marginalization):

State	% of Sudan Population	Base Allocation	Marginalization Factor	Final Target
Khartoum	14%	35	0	35
North Darfur	8%	20	+5	25

State	% of Sudan Population	Base Allocation	Marginalization Factor	Final Target
South Darfur	10%	25	+5	30
West Darfur	5%	12	+3	15
South Kordofan	6%	15	+5	20
Blue Nile	3%	7	+3	10
Kassala	7%	17	+3	20
Red Sea	5%	12	+3	15
Other States	42%	107	0	107
TOTAL	**100%**	**250**	**+27**	**277**

Ethnic and Linguistic Diversity: Representation from all major ethnic groups

Minimum Targets:

- Darfuri groups (Fur, Masalit, Zaghawa): 60 participants (22%)
- Nuba: 20 participants (7%)
- Beja: 15 participants (5%)
- Nubians: 10 participants (4%)
- Other non-Arab groups: 25 participants (9%)
- Arab groups: Reflecting demographic composition (~47%)

Educational Background: Diverse educational attainment

Targets:

- University degree holders: 60-70%
- Technical/vocational certification: 20-30%
- Secondary education with substantial work experience: 10-20%

Rationale: Balances formal education with practical experience; many excellent community leaders lacked university access due to conflict/poverty; diverse educational backgrounds enrich peer learning.

2.1.2 Eligibility Requirements

Mandatory Criteria (Must Meet All):

1. **Age:** 25-40 years as of application deadline
2. **Sudanese Citizenship:** Documented Sudanese national (dual nationals eligible)
3. **Language:** Functional Arabic (spoken and written); English not required but beneficial
4. **Community Leadership:** Minimum 2 years demonstrated leadership in civil society, professional association, or community organization
5. **Conflict Period Service:** Active contribution to community welfare during 2023-2026 conflict (ERR participation, humanitarian work, professional service, etc.)
6. **Availability:** Commitment to full-time participation for 12-month program (6 months training + 3 months internship + 3 months initial deployment)
7. **Security Vetting:** Pass background check with no credible accusations of:
   o War crimes or crimes against humanity
   o Sexual violence or gender-based violence
   o Corruption or embezzlement
   o Political assassination or terrorism
   o Child recruitment or abuse
8. **Health:** Physical and mental health sufficient for demanding program (reasonable accommodations provided for disabilities)
9. **Code of Conduct:** Sign commitment to YGA ethical standards including non-partisanship, anti-corruption, gender equality, and accountability

Preferred Criteria (Scored in Selection):

1. **Frontline Experience:** Direct involvement in ERRs, resistance committees, or protection networks during conflict
2. **Technical Skills:** Relevant professional training (accounting, engineering, medicine, law, education, etc.)
3. **Women in Leadership:** For women candidates, additional points for leadership in male-dominated contexts
4. **Marginalized Region:** From historically underserved states/communities
5. **Multilingual:** Proficiency in multiple Sudanese languages or English
6. **Previous Training:** Participation in governance, human rights, or development training programs
7. **Diaspora Return:** Willingness to return to Sudan if currently displaced/refugee
8. **Youth Mentorship:** Track record mentoring younger activists or organizing youth initiatives

2.1.3 Exclusionary Criteria (Automatic Disqualification)

1. **Security Force Membership:** Current or former SAF, RSF, police, or intelligence service members (exception: low-level personnel who defected and can demonstrate commitment to civilian rule)
2. **Political Appointments:** Current holders of government positions appointed by military authorities (must resign before application)
3. **Atrocity Accusations:** Anyone credibly accused by survivors, human rights organizations, or documentation efforts of participation in atrocities
4. **Corruption:** Documented involvement in embezzlement, bribery, or misappropriation of funds

5. **Criminal Convictions:** Convictions for violent crimes, fraud, or other offenses indicating unsuitability for public trust (excluding politically motivated charges under previous regimes)
6. **Extremism:** Documented membership in or support for violent extremist organizations
7. **Ethnic Supremacy:** Public advocacy for ethnic domination, cleansing, or discrimination
8. **Family Connections:** Immediate family members (parents, siblings, spouse) of current military/political elite to avoid perpetuating patronage (case-by-case exceptions for individuals who demonstrably broke with family)

2.2 Recruitment and Vetting Process

2.2.1 Phase 1: Outreach and Nomination (Months 1-2)

Public Awareness Campaign:

Objectives: Reach potential candidates nationwide; build program legitimacy; ensure diverse applicant pool

Activities:

- **Media Blitz:** Radio announcements in Arabic and local languages; social media campaign; posters in communities, universities, markets
- **Partner Engagement:** Briefings with ERRs, resistance committees, women's networks, professional associations requesting nominations
- **Town Halls:** Virtual meetings (via Zoom/WhatsApp) in all 18 states explaining program, answering questions, encouraging applications
- **Diaspora Engagement:** Outreach through Sudanese community organizations in Egypt, Kenya, UAE, UK, US, Europe for diaspora candidates willing to return

Nomination Process:

Candidates may be nominated through three pathways:

Pathway 1 - Civil Society Nomination (50% of slots):

- Trusted civil society organizations (pre-vetted ERRs, resistance committees, professional associations, women's groups) each nominate 2-5 candidates
- Nominating organizations sign attestation regarding candidate's character, leadership, and eligibility
- Creates community accountability and reduces risk of fraudulent applications

Pathway 2 - Self-Nomination (40% of slots):

- Individuals submit applications directly with detailed questionnaire and supporting documentation
- Provides pathway for exceptional individuals without organizational affiliation
- Requires additional verification steps

Pathway 3 - Special Circumstances (10% of slots):

- Reserved for refugees/IDPs who may lack organizational connections
- Reserved for candidates from extremely remote/insecure areas
- Reserved for exceptional technical experts (doctors, engineers, lawyers) with limited civil society involvement but critical skills

Application Requirements:

1. **Personal Information Form:** Basic demographics, contact information, education, work history
2. **Leadership Statement (1000 words):** Describe leadership experience, vision for Sudan, motivation for YGA participation
3. **Community Contribution Evidence:** Documentation of work during conflict (letters from ERRs, photos of programs, beneficiary testimonials, etc.)
4. **References:** 3 references including at least 1 from community organization and 1 from colleague/mentor
5. **Video Introduction (3 minutes):** Candidate speaks directly to camera addressing: "Why should you be part of Sudan's governance transition?" (tests communication skills, authenticity, Sudanese Arabic fluency)
6. **Consent Forms:** Background check authorization, code of conduct agreement, data privacy consent

2.2.2 Phase 2: Initial Screening (Month 2)

Administrative Review:

- Verify all applications complete with required documents
- Check eligibility criteria (age, citizenship, language, availability)
- Identify any obvious disqualifications (security force membership, etc.)
- **Output:** 600-800 eligible applications from initial pool of 1000-1200

Reference Checks:

- Contact all references for telephone/video interviews
- Verify candidate's described role, character, leadership qualities
- Probe for any concerns regarding ethics, suitability
- **Output:** Flag 10-15% of candidates for additional scrutiny or disqualification

Preliminary Geographic/Demographic Balancing:

- Ensure adequate applicants from all states and demographics
- If certain regions/groups underrepresented, conduct supplementary outreach
- **Output:** Viable applicant pool meeting diversity requirements

2.2.3 Phase 3: Assessment (Months 2-3)

Written Assessment (90 minutes):

Content:

- **Section 1 - Analytical Reasoning:** Case study on governance dilemma requiring analysis and recommendation (e.g., how to allocate limited medical supplies between two communities in need)
- **Section 2 - Ethical Judgment:** Scenarios involving corruption, nepotism, or conflicting loyalties; candidate must explain how they would respond
- **Section 3 - Policy Knowledge:** Basic questions on Sudanese governance, international humanitarian law, democratic principles (testing baseline knowledge and learning capacity)
- **Section 4 - Written Communication:** Essay on assigned topic demonstrating clarity, organization, and argumentation

Scoring: Rubric-based assessment by trained evaluators; minimum threshold 60/100 to advance

Group Assessment (Half-Day):

Format: Groups of 10-12 candidates participate in structured exercises:

Activity 1 - Collaborative Problem-Solving:

- Group given governance challenge (e.g., design aid distribution system for displacement camp)
- Must develop solution collaboratively in 60 minutes and present
- **Assessed:** Teamwork, leadership, creativity, inclusion of diverse voices, quality of solution

Activity 2 - Simulated Negotiation:

- Candidates assigned roles in simulated peace negotiation or budget allocation
- Must negotiate agreement among competing interests
- **Assessed:** Communication, conflict resolution, fairness, strategic thinking

Activity 3 - Public Speaking:

- Each candidate gives 3-minute speech on assigned topic
- **Assessed:** Clarity, confidence, persuasiveness, authenticity

Observers: Trained assessors score candidates on competencies using standardized rubrics

Individual Interview (60 minutes):

Interview Panel: 3 members (Sudanese civil society leader, governance expert, YGA staff)

Interview Content:

- **Background Deep Dive:** Detailed questions about leadership experience, community work, motivations
- **Scenario-Based Questions:** "What would you do if...?" scenarios testing judgment, ethics, problem-solving
- **Vision and Values:** Candidate's understanding of democratic governance, approach to diversity, commitment to accountability
- **Fit Assessment:** Readiness for intensive program, ability to work in diverse team, openness to feedback
- **Red Flags Exploration:** Any concerns from application or references

Scoring: Each panelist independently scores candidate; consensus discussion; minimum threshold to advance

2.2.4 Phase 4: Security Vetting (Month 3)

Background Investigation:

Process:

- Independent vetting team (mix of Sudanese civil society researchers and international human rights experts)
- Checks candidate against:
    - Human rights databases and atrocity documentation (Darfur Network, Sudanese Human Rights Organizations)
    - Social media history for extremism, hate speech, violence glorification
    - Interviews with community members in candidate's home area
    - Cross-referencing with witness testimony on atrocities
- **Standard:** "Credible accusation" threshold for disqualification (not conviction required)

Appeals Process:

- Candidates flagged in vetting notified of specific concerns
- Opportunity to provide exculpatory evidence or explanation
- Final decision by independent vetting committee (not YGA staff)

2.2.5 Phase 5: Final Selection (Month 3)

Scoring Integration:

Each candidate receives composite score from:

- Written assessment (20%)
- Group assessment (20%)
- Individual interview (30%)
- Community nomination/references (15%)
- Diversity factors (15%) - points for underrepresented gender, region, ethnicity

Selection Committee:

- 7 members: 4 Sudanese civil society representatives, 2 governance experts, 1 YGA director
- Reviews top 350-400 candidates (scored above threshold)
- Makes final selections balancing merit and diversity requirements
- Ensures geographic, gender, ethnic targets met
- **Output:** 250-300 selected participants + 50 alternates

Notification and Onboarding:

- Selected candidates notified; alternates placed on waitlist
- 2-week acceptance deadline
- Pre-program orientation materials provided
- Logistical arrangements (transportation, housing) initiated

2.3 Program Structure and Timeline

2.3.1 Overall Timeline (18 Months)

Phase	Duration Months	Activities
Recruitment	3 months 1-3	Outreach, application, selection
Pre-Program Prep	1 month 3-4	Logistics, orientation materials, baseline assessment
Intensive Training	6 months 4-9	Residential curriculum delivery
Internship	3 months 10-12	Practical placements in functioning institutions
Initial Deployment	3 months 13-15	Supervised placement in transitional governance roles
Consolidation	3 months 16-18	Performance review, full assumption of responsibilities

2.3.2 Pre-Program Preparation (Month 3-4)

Baseline Assessment:

- All participants complete pre-tests measuring knowledge, skills, attitudes across curriculum domains
- Establishes baseline for measuring learning outcomes
- Identifies participants needing additional support in specific areas

Orientation Package:

- Welcome letter from YGA Director and prominent Sudanese leaders
- Detailed program schedule and expectations
- Curriculum overview and reading list
- Code of conduct and ethical guidelines
- Practical information (housing, meals, security, communications)
- Pre-reading assignments (Sudan history, democratic theory, case studies)

Logistical Arrangements:

- Transportation to training site for participants from across Sudan/diaspora
- Housing assignments (shared accommodations promoting cross-regional relationships)
- Security protocols given ongoing conflict
- Family support (childcare, dependent care as needed)
- Medical insurance and emergency procedures

Team Building:

- Virtual meet-and-greet sessions for participants
- Formation of study groups mixing regions/backgrounds
- Ice-breaker activities and relationship building

2.3.3 Intensive Training Phase (Months 4-9)

Format: Residential program with participants living and learning together

Structure:

- **Weeks 1-20:** Classroom instruction (8 modules, 2-3 weeks each)
- **Weeks 21-24:** Capstone project and assessment
- **Schedule:** Monday-Friday 8:00-18:00 (classroom, study groups, practical exercises); Saturdays field trips and guest speakers; Sundays rest/personal time

Pedagogical Approach:

- **30% Lecture:** Subject matter expert presentations providing foundational knowledge
- **30% Discussion/Seminar:** Participant-led analysis of readings, case studies, Sudan-specific challenges
- **20% Simulation/Exercises:** Role-plays, negotiations, budget exercises, policy drafting
- **10% Field Exposure:** Site visits to functioning institutions, meetings with practitioners
- **10% Peer Learning:** Group projects, peer teaching, cross-cultural exchanges

Assessment Methods:

- **Formative:** Weekly quizzes, assignment feedback, mid-module checks
- **Summative:** End-of-module exams (written and practical), capstone project, final evaluation

- **Participation:** Attendance, contribution to discussions, peer evaluations
- **Minimum Standard:** 70% proficiency across all modules to advance to internship

2.3.4 Internship Phase (Months 10-12)

Format: Supervised practical placement in functioning governmental or civil society institutions

Placement Options:

Option 1 - Regional Governments (Preferred): Partner African countries with stable democratic governance host participants:

- **Kenya:** County governments, national ministries, civil service commission
- **Ghana:** District assemblies, procurement authority, anti-corruption commission
- **Tunisia:** Municipal governments, constitutional bodies, women's empowerment agencies
- **Rwanda:** District administrations, reconciliation commission, governance board

Option 2 - International Organizations:

- UNDP country offices (Kenya, Ethiopia, Tunisia)
- African Union Commission (Addis Ababa)
- IGAD Secretariat
- World Bank/IMF African departments

Option 3 - Restored Sudanese Institutions: As security permits, placements in Khartoum or other SAF-controlled areas:

- Ministry of Health (hospital administration)
- Ministry of Education (school system management)
- Ministry of Finance (budget office)
- Local governments in stable areas

Internship Structure:

- 3-month placement with defined learning objectives
- Assigned supervisor/mentor providing weekly guidance
- Specific projects/responsibilities allowing practical application of training
- Weekly reflection journals documenting learning
- Mid-point and final evaluations by supervisor

Examples of Internship Projects:

- Assist county health office in Kenya develop annual budget and procurement plan
- Support Tunisian municipality conduct community consultation on service priorities
- Help Rwandan district implement citizen feedback system for local government
- Work with UNDP governance program design monitoring framework for rule of law project

2.3.5 Initial Deployment Phase (Months 13-15)

Placement Process:

Month 13 - Position Matching:

- Sudanese transitional government (in consultation with YGA) identifies available positions
- YGA provides candidate profiles to hiring ministries/agencies
- Candidates interview for specific positions
- Matching based on skills, interests, regional origin, and organizational needs

Month 13-15 - Supervised Deployment:

- Graduates assume assigned positions with 3-month probationary period
- Each assigned senior mentor (experienced Sudanese administrator or international advisor)
- Weekly check-ins with mentor and monthly with YGA staff
- Structured learning plan for first 90 days
- Performance evaluation at end of probation

Position Examples (see Section 5.1 for full details):

- Deputy Minister of Health (supporting Minister on policy, managing department)
- District Commissioner for Blue Nile State (local administration)
- Anti-Corruption Commission Investigator
- Constitutional Commission Research Director
- Transitional Justice Commission Community Liaison Officer

2.3.6 Consolidation Phase (Months 16-18)

Performance Review:

- Comprehensive assessment of graduate's work during initial deployment
- 360-degree feedback from supervisors, colleagues, civil society stakeholders
- Self-assessment and reflection
- Identification of professional development needs

Full Role Assumption:

- Upon successful probation, graduate transitions to full responsibilities
- Mentor relationship continues but less intensive (monthly instead of weekly)
- Graduate joins YGA alumni network

Peer Learning:

- Monthly alumni meetings for peer support and experience sharing
- Cross-sectoral learning (health ministry staff learn from education ministry, etc.)

- Collaborative problem-solving on common challenges

Continuing Education:

- Short courses on specialized topics (procurement regulations, gender budgeting, conflict-sensitive programming)
- Opportunities for further degree study (Master's programs) with YGA scholarships
- Leadership coaching for high-performers

2.4 Geographic Distribution

2.4.1 Training Location Strategy

Primary Training Site: Kigali, Rwanda (if security precludes Sudan-based training)

Rationale:

- **Security:** Stable environment enabling intensive residential program
- **Symbolism:** Rwanda's post-genocide recovery inspires hope for Sudan's transformation
- **Quality Infrastructure:** Conference facilities, housing, telecommunications adequate for 250+ participant program
- **Learning Environment:** Participants can observe functional African governance firsthand
- **Language:** Many Rwandans speak English facilitating some cross-cultural exchange while maintaining Arabic instruction
- **Cost:** Moderate cost-of-living compared to Nairobi or Addis Ababa
- **Political Neutrality:** Rwanda not a partisan stakeholder in Sudan conflict

Alternative: Nairobi, Kenya (larger Sudanese diaspora community; excellent facilities; more expensive)

Fallback: If Sudan security improves significantly, shift to Port Sudan or Khartoum for nationalist symbolism and lower costs

Satellite Sites: For participants unable to travel internationally (caregiving responsibilities, refugees without documents):

- Virtual participation option for theory modules via live-streaming
- Regional hubs in Cairo, Kampala, Addis Ababa for smaller groups
- Practical components completed in regional placements

2.4.2 Internship Placement Distribution

Geographic Spread Maximizing Exposure:

Host Country/Organization	Participants	Sectors
Kenya	80	County government, health, education, agriculture
Rwanda	60	Local admin, reconciliation, women's empowerment
Ghana	50	Anti-corruption, procurement, civil service
Tunisia	40	Constitutional/legal, municipal government
International Orgs (Addis, Nairobi)	30	UN agencies, AU, IGAD
Sudan (if secure)	40	Health, education, local government
TOTAL	**300**	

Intentional Learning Design:

- Participants from Darfur preferably placed in Rwanda (genocide recovery experience directly relevant)
- Women participants preferably placed in Rwanda or Tunisia (strong women's political representation to observe)
- Technical specialists (doctors, engineers) placed in sector-specific roles
- Participants destined for specific Sudanese regions (e.g., Blue Nile) placed in comparable contexts (rural development focus)

2.4.3 Deployment Distribution Across Sudan

Strategic Priorities for Graduate Placement:

Priority 1 - National Institutions (Khartoum): 60 graduates in federal ministries and oversight bodies ensuring youth voice in national policy

Priority 2 - Marginalized Regions: 120 graduates deployed to Darfur (all 5 states), South Kordofan, Blue Nile, Eastern states reversing historical exclusion

Priority 3 - Liberated Areas: As RSF is defeated and territories liberated, immediate deployment of youth administrators to prevent power vacuums

Priority 4 - Service Delivery: Prioritize placement in health, education, water sectors where impact on citizens' lives is immediate and visible

State-by-State Deployment Plan:

State	YGA Graduates Deployed	Priority Sectors	Rationale
Khartoum	40	National ministries, oversight	Federal coordination
North Darfur	18	Local admin, reconciliation, health	Conflict recovery
South Darfur	20	Local admin, protection, education	Largest IDP population
West Darfur	12	Local admin, early warning	Extreme insecurity
South Kordofan	15	Local admin, agriculture	Marginalization reversal
Blue Nile	10	Local admin, health	Remote access
Kassala	12	Local admin, refugee integration	Eritrean/Ethiopian refugees
Others	73	Mixed	Proportional coverage
TOTAL	**200**		

Note: Additional 50-80 graduates deployed in civil society oversight, constitutional commission, transitional justice—not state-specific

3. CURRICULUM FRAMEWORK

3.1 Core Competency Areas

The YGA curriculum develops eight interconnected competency areas essential for democratic governance in post-conflict Sudan. Each module combines theoretical foundations, practical applications, and Sudan-specific contextualization.

3.1.1 Competency Mapping

Competency Area	Knowledge	Skills	Attitudes
1. Democratic Governance	Constitutional principles, separation of powers, elections	Policy analysis, stakeholder engagement, transparency	Commitment to civilian rule, pluralism, accountability
2. Public Administration	Organizational management, service delivery, HR systems	Project management, process design, performance measurement	Service orientation, efficiency, responsiveness
3. Financial Management	Budgeting, procurement, auditing, economic policy	Financial analysis, resource allocation, anti-corruption	Integrity, stewardship, transparency
4. Security Sector Oversight	SSR principles, rule of law, civilian-military relations	Oversight mechanisms, investigation, vetting	Civilian supremacy, human rights, accountability
5. Transitional Justice	International law, TRC models, victim-centered approaches	Documentation, mediation, reparations design	Empathy, impartiality, survivor dignity
6. Constitutional Design	Comparative constitutions, federalism, rights protection	Legal drafting, consultation, consensus-building	Inclusivity, long-term thinking, compromise
7. Gender Mainstreaming	Gender analysis, women's rights, GBV prevention	Gender budgeting, inclusive consultation, safe spaces	Gender equality, women's leadership, intersectionality
8. Economic Recovery	Development economics, livelihoods, infrastructure	Investment analysis, job creation, private sector engagement	Equity, sustainability, innovation

3.1.2 Cross-Cutting Themes

Integrated throughout all modules:

Ethics and Integrity:

- Code of conduct for public officials
- Conflicts of interest and nepotism prevention
- Whistleblowing and protection
- Resistance to corruption pressures

Diversity and Inclusion:

- Managing ethnic/regional/religious diversity
- Indigenous rights and cultural autonomy
- Minority protection mechanisms
- Inclusive decision-making processes

Conflict Sensitivity:

- Analyzing conflict drivers and dynamics
- Do no harm principles in programming
- Early warning and prevention
- Reconciliation and social cohesion

Communication:

- Public speaking and presentation
- Media engagement and crisis communication
- Report writing and documentation
- Inter-cultural communication

Technology for Governance:

- E-governance and digital identity systems
- Data management and analysis
- Cybersecurity and privacy
- Social media for transparency and engagement

3.1.3 Pedagogical Philosophy

Adult Learning Principles:

- Participants are experienced leaders bringing valuable knowledge
- Learning is collaborative, not top-down instruction
- Immediate applicability to Sudan's challenges

- Reflection on experience as core learning method
- Peer learning maximized

Experiential Methods:

- Simulations and role-plays (40% of contact time)
- Case studies from Sudan and comparable contexts
- Real-world problem-solving exercises
- Mentorship and apprenticeship during internships
- Action learning projects with community impact

Contextualization:

- Every theoretical concept illustrated with Sudan examples
- Curriculum responsive to evolving situation on ground
- Guest speakers who are Sudanese practitioners
- Field visits to relevant sites in Sudan or host countries
- Capstone projects addressing actual Sudan governance challenges

3.2 Module 1: Democratic Governance Foundations (Weeks 1-3)

Learning Objectives:

By module completion, participants will:

1. Articulate core principles of democratic governance and their application to Sudan
2. Analyze different models of democracy and their suitability for diverse societies
3. Understand electoral systems, political party functions, and campaign finance
4. Evaluate separation of powers and checks and balances in governance systems
5. Design citizen participation mechanisms for policy-making
6. Assess Sudan's governance history and lessons for transition

Content Outline:

Week 1: Democratic Theory and Principles

- What is democracy? Definitions and contested meanings (Dahl, 1989; Sen, 1999)
- Core principles: Popular sovereignty, political equality, rule of law, human rights
- Forms of democracy: Direct, representative, deliberative, participatory
- Democracy in diverse societies: Consociationalism, federalism, minority rights (Lijphart, 1977)
- **Sudan Application:** Why did previous democratic periods fail? What would make democracy sustainable in Sudan?

Case Studies:

- India: Managing diversity through federalism and reservations
- South Africa: Post-apartheid democratic transition and TRC

- Switzerland: Consociational democracy with multiple ethnic/linguistic groups

Week 2: Institutions of Democratic Governance

- Electoral systems: First-past-the-post, proportional representation, mixed systems
- Legislative institutions: Unicameral vs. bicameral, parliamentary vs. presidential
- Executive power: Cabinet systems, prime ministerial authority, presidential limits
- Judicial independence: Constitutional courts, judicial review, tenure protections
- **Sudan Application:** Designing electoral law and constitutional structure for transitional period

Practical Exercise: Simulation - "Designing Sudan's Electoral System"

- Participants divided into groups representing different regions/constituencies
- Must negotiate electoral law balancing representation, stability, and simplicity
- Present proposals and debate trade-offs

Week 3: Civil Society, Media, and Accountability

- Role of civil society in democratic governance (Putnam, 1993)
- Media freedom and responsibility: Investigative journalism, fact-checking, media literacy
- Transparency and access to information laws
- Citizen oversight mechanisms: Ombudsmen, audit institutions, participatory budgeting
- Anti-corruption institutions and strategies
- **Sudan Application:** How can ERRs and resistance committees transition from revolutionary to governance roles?

Guest Speakers:

- Sudanese journalist documenting atrocities and governance failures
- Kenyan civil society leader on citizen oversight of county governments
- Tunisian activist on role of youth in democratic transition

Assessment:

- **Written Exam (40%):** Essay questions on democratic principles and institutional design
- **Group Presentation (30%):** Electoral system proposal for Sudan with justification
- **Participation (30%):** Contribution to discussions, peer teaching, reflection journal

Required Reading:

- Dahl, Robert. (1989). *Democracy and Its Critics*. (Selected chapters)
- Lijphart, Arend. (1977). *Democracy in Plural Societies*.
- Sen, Amartya. (1999). "Democracy as a Universal Value." *Journal of Democracy*.
- De Waal, Alex. (2021). *Sudan: The Turbulent State*. (Chapters on governance failures)
- Transitional Constitution of South Sudan (comparative document)
- Kenya County Government Act (comparative document)

Supplementary Resources:

- International IDEA Electoral System Design Handbook
- UN Development Programme *Democratic Governance* resources
- Case studies from Afrobarometer on African democratic attitudes

3.3 Module 2: Public Administration and Service Delivery (Weeks 4-6)

Learning Objectives:

By module completion, participants will:

1. Understand principles of effective public administration and bureaucracy
2. Design organizational structures and management systems for government agencies
3. Implement human resource management including recruitment, training, performance evaluation
4. Develop budgets and resource allocation plans aligned with policy priorities
5. Create monitoring and evaluation systems for service delivery
6. Apply customer service orientation to government functions

Content Outline:

Week 4: Principles of Public Administration

- Bureaucracy and administration: Max Weber and beyond
- New Public Management vs. public value approaches (Moore, 1995)
- Organizational structures: Hierarchies, matrix management, networked governance
- Delegation and decentralization: Central vs. local government authority
- Performance management and results-based approaches
- **Sudan Application:** Rebuilding ministries and provincial administrations after conflict

Case Studies:

- Rwanda: Reconstructing civil service post-genocide
- Kenya: Devolution to county governments under 2010 constitution
- Singapore: Meritocratic civil service as development driver

Week 5: Service Delivery Systems

- **Health Sector Management:**
  - Primary health care systems and referral networks
  - Essential medicines procurement and supply chain
  - Health workforce planning and retention
  - Community health workers and traditional medicine integration
  - **Sudan Focus:** Rebuilding health system in post-conflict context; supporting rehabilitation in Khartoum hospitals
- **Education Systems:**
  - Curriculum development and teacher training
  - School infrastructure and learning materials
  - Inclusive education (girls, disabilities, displaced children)

- o   Vocational training and skills development
  - o   **Sudan Focus:** Getting children back to school after conflict; addressing learning loss
- **Water and Sanitation:**
  - o   Urban water systems and rural boreholes
  - o   Sanitation and waste management
  - o   Community participation in WASH projects
  - o   Climate resilience and water conservation
  - o   **Sudan Focus:** Restoring water infrastructure destroyed in conflict

Practical Exercise: "Design a District Health System"

- Each group assigned a fictional Sudanese district with specific characteristics (urban/rural, IDP population, resource constraints)
- Develop organizational chart, budget, staffing plan, service delivery model, M&E framework

- Present to panel of health experts who provide feedback

Week 6: Human Resource Management

- Recruitment and selection: Merit-based systems vs. patronage
- Training and professional development
- Performance appraisal and incentives
- Discipline and grievance procedures
- **Sudan Application:** Vetting existing civil servants; integrating new YGA graduates; building merit-based culture

Guest Speakers:

- Sudanese doctor managing hospital in conflict zone
- Rwandan local government official on service delivery
- HR director from Kenyan civil service commission

Assessment:

- **District Service Plan (50%):** Comprehensive plan for health or education delivery in assigned district
- **Written Exam (30%):** Public administration concepts and applications
- **Participation (20%):** Class contribution and peer evaluation

Required Reading:

- Moore, Mark. (1995). *Creating Public Value: Strategic Management in Government*. (Selected chapters)
- Grindle, Merilee. (1997). "Divergent Cultures? When Public Organizations Perform Well in Developing Countries." *World Development*.
- World Bank. (2004). *World Development Report: Making Services Work for Poor People*.

- WHO. (2010). *Monitoring the Building Blocks of Health Systems: A Handbook of Indicators*.
- Kenya Health Sector Strategic Plan (sample document)
- Rwanda Education Sector Strategic Plan (sample document)

3.4 Module 3: Financial Management and Anti-Corruption (Weeks 7-9)

Learning Objectives:

By module completion, participants will:

1. Understand government budgeting processes from planning through execution
2. Conduct financial analysis and develop resource allocation recommendations
3. Design and implement procurement systems ensuring value for money
4. Identify corruption risks and design prevention mechanisms
5. Conduct audits and financial oversight
6. Understand macroeconomic policy and its impact on governance

Content Outline:

Week 7: Public Financial Management

- Budget cycle: Formulation, approval, execution, audit
- Budget classifications: Line-item, program, performance-based
- Medium-term expenditure frameworks
- Fiscal federalism: Revenue sharing between central and local governments
- Domestic resource mobilization: Taxation, natural resource revenues
- Aid management and donor coordination
- **Sudan Application:** Transparent management of oil revenues, gold mining, agricultural exports; reducing dependency on external support

Practical Exercise: "Develop Ministry of Health Budget"

- Participants provided with macro fiscal framework, health policy priorities, prior year spending
- Must prepare detailed budget with justifications
- Present to "Parliament" (fellow participants) for scrutiny and questions

Week 8: Procurement and Contract Management

- Procurement principles: Transparency, competition, value for money
- Procurement methods: Open tender, restricted, direct procurement
- Contract drafting and negotiation
- Supplier management and performance monitoring
- E-procurement systems and their benefits
- Common corruption schemes and red flags
- **Sudan Application:** Rebuilding infrastructure transparently; avoiding inflated contracts that plagued previous governments

Case Studies:

- Kenya: E-procurement system reducing corruption
- Botswana: Transparent diamond revenue management
- Ghana: Public procurement reforms and oversight

Week 9: Anti-Corruption Strategies

- Understanding corruption: Types, causes, consequences (Rose-Ackerman, 1999; Klitgaard, 1988)
- Corruption measurement and perception indices
- Prevention strategies:
    - Asset declaration systems for public officials
    - Conflict of interest rules
    - Whistleblower protections
    - Lifestyle audits and unexplained wealth investigations
- **Investigation techniques:**
    - Financial forensics and following money trails
    - Interviewing witnesses and suspects
    - Building prosecutable cases
    - International cooperation (asset recovery)
- **Sudan Application:** Establishing functional anti-corruption commission; investigating war-time profiteering and embezzlement

Guest Speakers:

- Ghanaian Special Prosecutor on high-profile corruption cases
- Kenyan Ethics and Anti-Corruption Commission investigator
- Sudanese economist on resource curse and governance

Practical Exercise: "Corruption Investigation Simulation"

- Participants given case file on alleged procurement corruption
- Must analyze evidence, interview witnesses, prepare investigation report
- Ethics discussions on balancing due process with accountability

Assessment:

- **Budget Development Project (40%):** Complete ministry budget with narrative justification
- **Investigation Report (30%):** Analysis of simulated corruption case
- **Written Exam (30%):** Financial management concepts and anti-corruption strategies

Required Reading:

- Klitgaard, Robert. (1988). *Controlling Corruption*. (Selected chapters)
- Rose-Ackerman, Susan. (1999). *Corruption and Government*.
- IMF. (2007). *Manual on Fiscal Transparency*.
- OECD. (2009). *Principles for Integrity in Public Procurement*.

- Transparency International. (2013). *Anti-Corruption Resource Center*. (Selected resources)
- Global Witness reports on natural resource corruption in Sudan

3.5 Module 4: Security Sector Oversight and Rule of Law (Weeks 10-12)

Learning Objectives:

By module completion, participants will:

1. Understand principles of Security Sector Reform (SSR) and civilian oversight
2. Design mechanisms for civilian control of military and security forces
3. Analyze judicial independence and rule of law requirements
4. Implement vetting processes for security personnel
5. Develop police reform and community policing models
6. Address disarmament, demobilization, and reintegration (DDR)

Content Outline:

Week 10: Security Sector Reform and Civilian Oversight

- SSR principles: Democratic control, accountability, transparency, rule of law
- Civilian-military relations: Supremacy of civilian authority (Huntington, 1957; Feaver, 2003)
- Legislative oversight: Parliamentary defense committees, budget scrutiny
- Executive oversight: Ministry of Defense structures, National Security Council
- Judicial oversight: Military justice systems vs. civilian courts
- **Sudan Application:** Ensuring SAF accepts civilian authority; preventing future military coups; integrating/disbanding militias

Case Studies:

- South Africa: Transforming apartheid-era security forces
- Sierra Leone: SSR after civil war including DDR
- Chile: Transition from military dictatorship to civilian control
- Indonesia: Reforming TNI after Suharto

Week 11: Police Reform and Rule of Law

- Community policing vs. paramilitary models
- Police recruitment, training, and accountability
- Use of force standards and oversight of abuses
- Civilian complaint mechanisms and independent investigation
- Judicial independence: Appointments, tenure, resources
- Access to justice: Legal aid, language access, rural courts
- Prison reform and humane detention
- **Sudan Application:** Reforming police tainted by collaboration with militias; establishing credible justice system; addressing secret detention centers

Practical Exercise: "Design Vetting Process for Police Service"

- Participants develop criteria and procedures for vetting current police officers
- Must balance accountability (removing abusers) with institutional continuity
- Create appeals process protecting due process rights
- Present to panel simulating civil society oversight board

Week 12: Disarmament, Demobilization, and Reintegration

- DDR principles and sequencing (UN DDR Standards)
- Weapons collection and destruction
- Cantonment and demobilization of combatants
- Reintegration: Vocational training, psychosocial support, community acceptance
- Special considerations: Child soldiers, women associated with armed forces, disabled combatants
- **Sudan Application:** What to do with RSF fighters post-defeat? How to reintegrate SAF-aligned militias?

Guest Speakers:

- Sierra Leonean DDR practitioner
- South African military officer on democratic transition
- Sudanese lawyer on judicial independence challenges

Assessment:

- **SSR Policy Paper (40%):** Comprehensive plan for Sudan's security sector reform
- **Vetting Process Design (30%):** Detailed procedures and criteria
- **Written Exam (30%):** SSR principles and rule of law concepts

Required Reading:

- Ball, Nicole, et al. (2007). *Security and Justice Sector Reform Programming in Africa*. (DFID)
- Huntington, Samuel. (1957). *The Soldier and the State*. (Selected chapters)
- UN. (2006). *Integrated DDR Standards*.
- Geneva Centre for Democratic Control of Armed Forces (DCAF). (2009). *SSR Toolkit*.
- Human Rights Watch reports on Sudan security forces
- Amnesty International reports on detention and torture in Sudan

3.6 Module 5: Transitional Justice and Reconciliation (Weeks 13-15)

Learning Objectives:

By module completion, participants will:

1. Understand transitional justice mechanisms: trials, truth commissions, reparations, vetting, guarantees of non-recurrence

2. Design victim-centered accountability processes
3. Facilitate community-level reconciliation dialogues
4. Develop reparations programs (material and symbolic)
5. Balance justice and peace in negotiated settlements
6. Apply trauma-informed approaches to working with survivors

Content Outline:

Week 13: Transitional Justice Foundations

- Transitional justice framework: Truth, justice, reparations, guarantees of non-recurrence (UN, 2010)
- International Criminal Law: ICC, ad hoc tribunals, hybrid courts
- Truth and Reconciliation Commissions: South Africa, Peru, Morocco, Liberia (Hayner, 2011)
- Amnesties and their limits: When (if ever) are they justifiable?
- Victim participation in transitional justice
- **Sudan Application:** How to address atrocities by both SAF and RSF? What role for ICC? National prosecutions? TRC?

Case Studies:

- South Africa: Truth and Reconciliation Commission achievements and limitations
- Rwanda: Gacaca courts and genocide justice
- Sierra Leone: Hybrid Special Court for serious crimes
- Morocco: Equity and Reconciliation Commission (no trials but reparations)

Week 14: Reparations and Memorialization

- Forms of reparations: Compensation, restitution, rehabilitation, satisfaction, guarantees
- Individual vs. collective reparations
- Gendered reparations: Addressing sexual violence survivors' specific needs
- Memorialization: Museums, monuments, remembrance days
- Balancing competing victim groups and grievances
- Funding reparations: State budgets, perpetrator assets, international support
- **Sudan Application:** Reparations for Darfur genocide survivors, sexual violence survivors, families of disappeared

Practical Exercise: "Design Sudan Reparations Program"

- Groups develop comprehensive reparations policy addressing different victim categories
- Must determine eligibility, types of reparations, amounts, procedures, funding sources
- Present to panel of "survivors" (role-played by facilitators with authentic stories)
- Receive feedback on whether program meets victims' needs and dignity

Week 15: Reconciliation and Social Cohesion

- Understanding reconciliation: Individual, community, national levels
- Reconciliation in divided societies: Rwanda, Northern Ireland, Colombia

- Community dialogues and traditional justice mechanisms
- Youth and women as agents of reconciliation
- Education reform: Curriculum addressing history honestly
- Media's role: Hate speech prevention, reconciliation messaging
- **Sudan Application:** Reconciling after ethnic targeting in Darfur, West Kordofan; addressing Arab vs. African narratives

Trauma-Informed Practice:

- Understanding trauma and its impacts (PTSD, complex trauma)
- Creating safe spaces for survivors to share testimony
- Self-care for justice practitioners exposed to traumatic material
- Psychosocial support alongside justice processes

Guest Speakers:

- South African TRC commissioner
- Rwandan Gacaca judge
- Sudanese survivor activist (sexual violence survivor, family of disappeared)
- Psychologist specializing in trauma and justice

Assessment:

- **Reparations Program Design (40%):** Comprehensive policy document
- **Reconciliation Dialogue Facilitation (30%):** Practical exercise facilitating simulated community dialogue
- **Reflection Paper (30%):** Personal reflection on justice, forgiveness, reconciliation in Sudan context

Required Reading:

- Hayner, Priscilla. (2011). *Unspeakable Truths: Transitional Justice and the Challenge of Truth Commissions*.
- Minow, Martha. (1998). *Between Vengeance and Forgiveness: Facing History after Genocide and Mass Violence*.
- UN. (2010). *Guidance Note: UN Approach to Transitional Justice*.
- International Center for Transitional Justice (ICTJ). (Various resources on reparations, truth commissions, vetting)
- Truth and Reconciliation Commission of South Africa *Final Report* (selections)
- Reports from Sudanese human rights organizations documenting atrocities

3.7 Module 6: Constitutional Design and Legal Frameworks (Weeks 16-18)

Learning Objectives:

By module completion, participants will:

1. Analyze comparative constitutional models and their appropriateness for Sudan

2. Draft constitutional provisions on key governance issues
3. Design inclusive constitutional consultation processes
4. Understand rights protection and judicial review mechanisms
5. Address federalism, regional autonomy, and power-sharing
6. Develop electoral laws and political party regulations

Content Outline:

Week 16: Constitutional Principles and Processes

- Functions of constitutions: Power-distribution, rights-protection, national identity
- Constitutional design choices: Parliamentary vs. presidential, unicameral vs. bicameral, federal vs. unitary
- Constitution-making processes: Elite pacts vs. participatory processes
- Constituent assemblies, constitutional commissions, referenda
- Interim vs. permanent constitutions
- Constitutional amendment procedures: Flexibility vs. entrenchment
- **Sudan Application:** Learning from failures of 2019 Constitutional Document; designing process for permanent constitution

Comparative Constitutional Analysis:

- **South Africa (1996):** Participatory process, strong rights protection, Constitutional Court
- **Kenya (2010):** Devolution and county governments, bicameral parliament, mixed presidential-parliamentary
- **Tunisia (2014):** Consensus-building, gender equality, balanced powers
- **Ethiopia (1995):** Ethnic federalism and self-determination (success and challenges)
- **Timor-Leste (2002):** Nation-building through constitution, semi-presidential system

Week 17: Rights Protection and Justiciable Guarantees

- Bill of Rights: Civil-political, economic-social-cultural rights
- Limitations clauses and balancing rights
- Equality and non-discrimination provisions
- Indigenous rights and minority protections
- Women's rights and gender equality
- Children's rights
- Property rights and land tenure
- Emergency powers and their limits
- **Sudan Application:** Protecting historically marginalized groups; addressing land conflicts; preventing future authoritarian abuse

Legal Drafting Exercise:

- Participants draft Bill of Rights for Sudan Constitution
- Must address: Equality, freedom of expression/assembly, religious freedom, women's rights, minority rights, economic rights, limitations
- Peer review and revision based on legal standards and Sudan needs

Week 18: Federalism, Devolution, and Electoral Law

- **Federal Systems:**
    - Division of powers between central and regional governments
    - Upper house representing regions (Senate models)
    - Fiscal federalism and revenue-sharing
    - Asymmetric federalism for areas needing special status
    - **Sudan Application:** Should Darfur, Kordofan, etc. have autonomous regional governments? How much power for states?
- **Electoral System Design:**
    - Proportional representation vs. constituency-based
    - Women's representation: Quotas vs. reserved seats vs. voluntary party measures
    - Youth representation mechanisms
    - Thresholds for parliamentary representation
    - Presidential election: One-round vs. two-round runoff
    - Local government election systems

Practical Exercise: "Constitutional Negotiation Simulation"

- Participants assigned roles (Darfuri representatives, Khartoum elites, women's groups, Arab tribes, etc.)
- Negotiate key constitutional provisions (federalism, electoral system, executive power, religion)
- Must build coalitions and find compromise
- Facilitators introduce crises requiring adaptation

Guest Speakers:

- South African constitutional lawyer on 1996 process
- Kenyan constitutional commissioner on 2010 constitution
- Sudanese legal scholar on constitutional history

Assessment:

- **Constitutional Provisions Draft (40%):** Professionally drafted sections with commentary
- **Negotiation Simulation (30%):** Performance in building consensus
- **Written Exam (30%):** Constitutional law concepts and comparative analysis

Required Reading:

- Elster, Jon. (1993). "Constitution-Making in Eastern Europe." *Public Administration*.
- Widner, Jennifer. (2008). "Constitution Writing in Post-Conflict Settings: An Overview." *William & Mary Law Review*.
- Constitutions of South Africa, Kenya, Tunisia, Ethiopia, Timor-Leste (comparative study)
- International IDEA. (2011). *Constitution-Building: A Global Review*.
- Sudanese Constitutional Documents (2005 Comprehensive Peace Agreement, 2019 Constitutional Document)

3.8 Module 7: Gender Mainstreaming and Inclusive Governance (Weeks 19-21)

Learning Objectives:

By module completion, participants will:

1. Conduct gender analysis of policies and programs
2. Design and implement gender-responsive budgeting
3. Create safe and inclusive consultation processes
4. Address gender-based violence in governance and security contexts
5. Promote women's political participation and leadership
6. Apply intersectional analysis to governance challenges

Content Outline:

Week 19: Gender Analysis and Mainstreaming

- Sex vs. gender: Understanding socially constructed roles
- Gender analysis frameworks: Harvard, Moser, Gender Analysis Matrix
- Gender mainstreaming: Integrating gender throughout policy cycle
- Women's empowerment vs. gender equality: Complementary goals
- Intersectionality: Gender + ethnicity + class + disability
- Men and boys in gender equality
- **Sudan Application:** How do conflict and displacement affect gender roles? How to transform patriarchal governance cultures?

Case Studies:

- Rwanda: 64% women in parliament and governance reforms
- Tunisia: Gender parity law and constitutional equality
- Nordic countries: Gender mainstreaming in all government functions

Practical Exercise: "Gender Analysis of Proposed Policy"

- Groups conduct gender analysis of policies (e.g., agricultural subsidy program, health insurance scheme, police recruitment)
- Identify differential impacts on women vs. men
- Propose modifications to ensure gender equity
- Present findings and recommendations

Week 20: Gender-Responsive Budgeting and Service Delivery

- Gender budgeting: Analyzing budget allocations and impacts by gender
- Targeted spending: Programs specifically for women/girls
- Mainstream spending: Ensuring general programs serve women equitably
- Revenue: Gender impacts of taxation

- Gender audits of ministries and agencies
- **Sudan Application:** Ensuring reconstruction budgets address women's needs; healthcare budgets for maternal health and GBV services; education budgets for girls

Service Delivery with Gender Lens:

- **Health:** Maternal health, reproductive health, GBV survivor services, mental health
- **Education:** Girls' access, safety in schools, gender-sensitive curriculum
- **Justice:** Women-friendly courts, female police units, legal aid for GBV cases
- **Economic Empowerment:** Women's access to land, credit, markets

Week 21: Women's Political Participation and GBV Prevention

- **Women in Politics:**
  - Barriers: Security threats, cultural norms, resource constraints, harassment
  - Quotas and reserved seats: Design options and effectiveness
  - Campaign finance and support for women candidates
  - Women's caucuses and networks in parliament
  - **Sudan Application:** How to ensure 40% women in transitional institutions? Protecting women politicians from threats?
- **GBV Prevention and Response:**
  - Conflict-related sexual violence as weapon of war
  - GBV service delivery: Health, psychosocial, legal, economic support
  - Justice for survivors: Prosecutions, reparations, dignity
  - Prevention: Changing masculinity norms, community engagement, accountability
  - **Sudan Application:** Addressing epidemic sexual violence by RSF and SAF forces; supporting survivors

Guest Speakers:

- Rwandan women parliamentarian
- Sudanese women's rights activist
- GBV expert from UNFPA or International Rescue Committee
- Sudanese sexual violence survivor (with appropriate support)

Assessment:

- **Gender Analysis Report (40%):** Comprehensive gender analysis of major policy or program
- **Gender Budget Review (30%):** Analysis of ministry budget from gender perspective with recommendations
- **Participation (30%):** Contribution to discussions and reflection on personal biases

Required Reading:

- UN Women. (2015). *Progress of the World's Women: Transforming Economies, Realizing Rights*.
- Budlender, Debbie, & Hewitt, Guy. (2003). *Engendering Budgets: A Practitioners' Guide to Understanding and Implementing Gender-Responsive Budgets*.

- Tripp, Aili Mari. (2015). *Women and Power in Postconflict Africa*.
- CEDAW (Convention on Elimination of All Forms of Discrimination Against Women) - Full text
- UN Security Council Resolution 1325 on Women, Peace and Security
- Reports from Sudanese women's organizations on GBV and political participation

3.9 Module 8: Economic Recovery and Development (Weeks 22-24)

Learning Objectives:

By module completion, participants will:

1. Understand development economics and growth strategies
2. Design job creation and livelihoods programs
3. Analyze infrastructure investment priorities and financing
4. Promote private sector development and investment climate
5. Address natural resource governance and revenue management
6. Implement poverty reduction and social protection programs

Content Outline:

Week 22: Development Economics and Recovery Strategies

- Economic growth: Drivers, measurement, distribution
- Post-conflict economic recovery: Sequencing and priorities
- Labor-intensive public works: Creating jobs while rebuilding infrastructure
- Agricultural development: Smallholder support, value chains, market access
- Microfinance and financial inclusion
- Remittances and diaspora engagement
- **Sudan Application:** Restoring agricultural production (Sudan's traditional strength); creating jobs for demobilized combatants and displaced youth

Case Studies:

- Rwanda: Economic transformation post-genocide
- Ethiopia: Agricultural-led development strategy
- Botswana: Natural resource wealth managed for development (counter to Sudan's curse)

Week 23: Infrastructure and Private Sector Development

- **Infrastructure Priorities:**
  - Energy: Electricity generation and distribution
  - Transportation: Roads, bridges, ports
  - Telecommunications: Mobile networks, internet access
  - Water and sanitation: Urban and rural systems
  - **Financing:** Public investment, private concessions, PPPs
- **Private Sector Climate:**
  - Regulatory reform: Business registration, licensing, permits

- o Investment promotion and protection
- o Contract enforcement and commercial courts
- o Access to credit and investment capital
- o Anti-corruption and transparency
- o **Sudan Application:** Reversing Sudan's ranking as one of hardest places to do business; attracting diaspora investment

Practical Exercise: "Investment Promotion Plan"

- Groups develop strategy to attract investment in specific sectors (agriculture, renewable energy, manufacturing)
- Identify regulatory reforms needed, incentives to offer, diaspora outreach
- Present to panel simulating investors

Week 24: Natural Resource Governance and Poverty Reduction

- **Natural Resource Management:**
  - o Oil, gold, agricultural land: Sudan's key assets
  - o Transparency: Publish contracts, revenues, payments to companies
  - o Local benefit-sharing: Ensuring producing regions benefit
  - o Environmental protection and sustainability
  - o Preventing "resource curse" through governance reforms
  - o **Sudan Application:** Learning from failures of oil mismanagement; transparent gold sector; equitable land distribution
- **Social Protection:**
  - o Cash transfers for extremely poor
  - o Food assistance and nutrition programs
  - o Education subsidies and school feeding
  - o Health insurance and fee waivers
  - o Public works programs providing income
  - o **Sudan Application:** Supporting war-affected populations' recovery; preventing further impoverishment

Guest Speakers:

- Rwandan Finance Ministry official on economic recovery
- Ghanaian extractive industries expert on revenue transparency
- World Bank economist on post-conflict reconstruction
- Sudanese businessperson on investment climate challenges

Assessment:

- **Economic Recovery Strategy (40%):** Comprehensive plan for Sudan's economy over 5 years
- **Infrastructure Investment Proposal (30%):** Detailed project proposal with financing plan
- **Written Exam (30%):** Development economics concepts and applications

Required Reading:

- Collier, Paul. (2007). *The Bottom Billion: Why the Poorest Countries are Failing*. (Selected chapters)
- Rodrik, Dani. (2007). *One Economics, Many Recipes: Globalization, Institutions, and Economic Growth*.
- World Bank. (Annual). *Doing Business Report*. (Sudan sections)
- Natural Resource Governance Institute. (2014). *Natural Resource Charter*.
- African Development Bank reports on Sudan economy
- Sudanese economists' analyses of economic challenges

3.10 Practical Training and Internships

3.10.1 Capstone Project (Weeks 23-24)

Purpose: Integrate learning across all modules by addressing real Sudan governance challenge

Process:

- **Week 23:** Groups formed (5-6 participants) with diverse composition
- Each group assigned major governance challenge:
  - "Design Transitional Government Structure for Post-RSF Darfur"
  - "Create Anti-Corruption Commission: Mandate, Powers, Procedures"
  - "Develop 3-Year Plan for Health System Reconstruction"
  - "Electoral Law and Constitutional Provisions for Sudan"
  - "Security Sector Reform and DDR Strategy"
  - "Reparations Program for Conflict Survivors"
- **Week 24:** Intensive work period with faculty advisory support
- Deliverables:
  - 30-40 page policy paper with research, analysis, recommendations
  - 20-minute presentation to panel (Sudanese officials, civil society, academics, donors)
  - Q&A defending proposals

Assessment:

- Panel scoring: Feasibility (30%), comprehensiveness (30%), Sudan context sensitivity (20%), presentation quality (20%)
- Peer evaluation of group members' contributions
- **Weight:** Capstone comprises 20% of overall YGA grade

3.10.2 Internship Learning Objectives

Institutional Literacy:

- Understand how organizations function in practice (vs. theory)
- Navigate bureaucratic processes and informal dynamics
- Build relationships across organizational hierarchies

Technical Skill Application:

- Apply budget analysis, policy drafting, project management learned in classroom
- Use real data and constraints (not simulations)
- Receive feedback from experienced practitioners

Professional Socialization:

- Develop work habits expected in government: Punctuality, communication, documentation
- Understand ethical dilemmas practitioners face
- Build professional networks for future careers

3.10.3 Internship Supervision and Support

Pre-Placement:

- YGA staff negotiate learning agreements with host institutions
- Each intern assigned specific supervisor/mentor and project
- Interns receive orientation on host country/organization culture

During Placement:

- Weekly written reflection journals submitted to YGA faculty
- Bi-weekly video check-ins with YGA mentors
- Mid-point evaluation by supervisor (written feedback and adjustment)
- Monthly peer support calls among interns

Post-Placement:

- Final evaluation by supervisor (standardized form)
- Intern submits comprehensive reflection paper (20 pages) analyzing learning and application to Sudan
- Re-integration seminar bringing all interns together to share experiences

Support for Challenges:

- YGA staff available for problem-solving if internship issues arise
- Alternative placements arranged if original placement fails
- Mental health/psychosocial support for interns experiencing stress

3.10.4 Internship Examples - Detailed Scenarios

Example 1: County Health Department, Kenya

Intern: Female participant from Blue Nile State, medical laboratory technician background

Placement: Makueni County Department of Health

Projects:

- Assist in developing County Health annual budget
- Support community health worker training program logistics
- Analyze maternal mortality data and contribute to reduction strategy
- Observe county assembly health committee budget hearings

Learning Outcomes:

- Understanding devolved health system (applicable to Sudan federalism)
- Budget development from scratch with stakeholder consultation
- Data-driven decision-making in resource-constrained environment
- County-community partnerships in service delivery

Example 2: Municipal Government, Tunisia

Intern: Male participant from Khartoum, economics degree

Placement: Sfax Municipal Council

Projects:

- Support participatory budgeting process in two neighborhoods
- Assist in tender evaluation for waste management contract
- Research revenue generation options for municipality
- Attend council meetings and observe democratic deliberation

Learning Outcomes:

- Citizen participation mechanisms in practice
- Procurement integrity and evaluation procedures
- Local government finance beyond central transfers
- Democratic decision-making in diverse council

Example 3: Constitutional Commission, Rwanda

Intern: Female participant from North Darfur, law degree

Placement: Rwanda Law Reform Commission

Projects:

- Research comparative constitutional provisions on transitional justice
- Support community consultations on legal reforms in rural districts
- Draft policy brief on victim reparations legislation

Unite Sudan Initiative

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- Assist in stakeholder mapping for constitutional review

Learning Outcomes:

- Constitution-building as participatory process
- Balancing legal standards with cultural context
- Community consultation techniques
- Comparative legal research methods

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4. IMPLEMENTATION STRATEGY

4.1 Phased Rollout

4.1.1 Phase 1: Foundation Building (Months 1-6)

Institutional Setup:

- **Month 1-2:** Establish YGA Secretariat with core staff (Director, Academic Dean, Operations Manager, Finance Manager, M&E Specialist)
- **Month 2-3:** Recruit faculty and instructors (15-20 core faculty)
- **Month 3-4:** Develop detailed curriculum, teaching materials, assessment tools
- **Month 4-5:** Secure training facility, housing, logistics in host country (Rwanda/Kenya)
- **Month 5-6:** Pilot test curriculum modules with small group (20-30 Sudanese in diaspora)

Partnerships:

- Negotiate MoUs with Sudanese transitional government for graduate deployment
- Sign agreements with host countries (Rwanda, Kenya, Ghana, Tunisia) for training facilities and internship placements
- Establish partnership with 3-5 universities/training institutes providing faculty and accreditation
- Engage 50+ civil society organizations for participant nomination and oversigh

Financing:

- Secure multi-year funding commitments from donor consortium (EU, Germany, UK, Sweden, US, World Bank)
- Establish transparent financial management systems (dedicated bank account, accounting software, audit procedures)
- Recruit independent auditing firm for annual audits

Governance:

- Constitute YGA Governing Board (7 members: 4 Sudanese civil society, 2 governance experts, 1 donor representative)

- Establish Technical Advisory Committee (Sudanese academics, practitioners, international experts)
- Create Civil Society Oversight Panel (representing ERRs, women's groups, regional networks)

4.1.2 Phase 2: Pilot Cohort (Months 7-24)

Cohort 1 (150 participants): Smaller initial cohort to test and refine systems before scaling

Recruitment: Months 7-9 **Training:** Months 10-15 (6 months) **Internship:** Months 16-18 (3 months) **Deployment:** Months 19-24 (6 months initial + support)

Learning and Adaptation:

- Comprehensive MEL documenting what works and challenges
- Monthly curriculum review meetings with faculty and participants
- Mid-cohort external evaluation identifying necessary adjustments
- Documentation of lessons learned for scaling

Early Wins:

- Deploy graduates to highly visible positions demonstrating competence
- Publicize success stories building support for program
- Document service delivery improvements in youth-led areas

4.1.3 Phase 3: Scale-Up (Months 25-48)

Cohort 2 (250-300 participants): Full-scale implementation based on pilot learning

Recruitment: Months 25-27 **Training:** Months 28-33 **Internship:** Months 34-36 **Deployment:** Months 37-48

Geographic Expansion:

- Open additional training sites if demand exceeds Rwanda/Kenya capacity
- Expand internship host countries/organizations
- Ensure deployment covers all 18 Sudanese states

Program Enhancements:

- Introduce specialized tracks (health governance, education administration, economic management)
- Develop alumni mentorship program where Cohort 1 mentors Cohort 2
- Establish short courses for specific skills (procurement, audit, GBV response)

4.1.4 Phase 4: Institutionalization (Months 49-60)

National Governance Institute:

- Transition YGA from temporary program to permanent Sudanese institution
- Sudanese government legislation establishing National Governance Institute
- Dedicated budget line in national budget ensuring sustainability
- Academic accreditation enabling degree/certificate programs

Regional Expansion:

- Share YGA model with neighboring countries (CAR, South Sudan, Chad, etc.)
- Establish East African Youth Governance Network
- Position Sudan as hub for governance training in region

Alumni Leadership:

- Cohort 1-2 graduates (500+) active in governance roles nationwide
- Alumni association engaging in peer learning, advocacy, mentorship
- Some graduates pursuing advanced degrees (Master's/PhD) in governance fields

4.2 Training Locations and Facilities

4.2.1 Primary Training Site: Kigali, Rwanda

Facility Requirements:

- Classroom space for 250+ participants (lecture halls, seminar rooms)
- Library and computer lab with internet access
- Housing: Dormitory-style accommodations (shared rooms), dining facilities
- Recreation: Sports facilities, common areas for informal interaction
- Security: Controlled access, emergency procedures
- Accessibility: Accommodations for participants with disabilities

Potential Partners:

- **University of Rwanda:** Classroom facilities, faculty, library access
- **Rwanda Governance Board:** Training center facilities, guest lecturers
- **Kigali** Convention Centre:** Conference facilities for large gatherings
- **Hotel/Guesthouse Partnerships:** Overflow housing if needed
- **Hotel/Guesthouse Partnerships:** Overflow housing if needed

Cost Considerations:

- Facility rental: $150,000/year for 6-month cohort (classrooms, housing)
- Utilities and maintenance: $30,000/year
- Food services: $500/participant for 6 months = $150,000 per cohort
- Security and insurance: $25,000/year

Advantages of Rwanda:

- Political stability and security

- Post-genocide recovery narrative inspiring for Sudanese
- Strong governance institutions to observe
- English-speaking environment (many Rwandans) facilitates international faculty
- Quality infrastructure (internet, transportation, healthcare)
- Government supportive of African capacity building initiatives

4.2.2 Secondary Training Site: Nairobi, Kenya

If Rwanda capacity insufficient or for specialized modules:

Facility Options:

- **Strathmore University:** Business school facilities, governance programs
- **Kenya School of Government:** Purpose-built training campus in Nairobi
- **UNON (United Nations Office at Nairobi):** Conference facilities, potential faculty from UN agencies

Advantages:

- Largest Sudanese diaspora community in region (10,000+ Sudanese in Kenya)
- Excellent universities and research institutions
- Devolution experience directly relevant to Sudan
- Major hub for international organizations and development agencies

Cost: Approximately 30% higher than Rwanda due to Nairobi's cost-of-living

4.2.3 Virtual/Hybrid Learning Component

For participants unable to travel:

Technology Platform:

- Zoom or Microsoft Teams for live sessions
- Moodle or Canvas for learning management system (course materials, assignments, forums)
- WhatsApp groups for informal communication and support

Content Delivery:

- Live-streamed lectures (with recording for asynchronous viewing)
- Online discussion forums and peer learning
- Virtual breakout rooms for group exercises
- Remote assessment through online exams and submitted assignments

Limitations:

- Reduced relationship-building and networking
- Limited practical exercises requiring in-person interaction
- Technology barriers (internet access, electricity in Sudan conflict zones)
- **Mitigation:** Hybrid participants attend 1-month intensive in-person session for critical modules and relationship building

4.2.4 Internship Locations

Regional Distribution:

Kenya (80 participants):

- **County Governments:** 40 participants across Makueni, Kisumu, Turkana, Nakuru, Mombasa counties
- **National Ministries:** 20 participants in Health, Education, Treasury, Devolution
- **Oversight Bodies:** 10 participants in Ethics & Anti-Corruption Commission, Auditor General
- **Civil Society:** 10 participants in governance NGOs, research institutes

Rwanda (60 participants):

- **District Administrations:** 30 participants across 10 districts
- **National Governance Institutions:** 15 participants in Law Reform Commission, National Unity & Reconciliation Commission
- **Service Delivery:** 15 participants in health facilities, education districts

Ghana (50 participants):

- **Anti-Corruption:** 20 participants in Office of Special Prosecutor, Commission on Human Rights & Administrative Justice
- **Procurement:** 15 participants in Public Procurement Authority
- **Local Government:** 15 participants in Metropolitan/Municipal/District Assemblies

Tunisia (40 participants):

- **Constitutional/Legal:** 20 participants in law firms, legal aid organizations, justice sector
- **Municipal Government:** 15 participants in Tunis, Sfax, Sousse municipalities
- **Women's Empowerment:** 5 participants in women's rights organizations

International Organizations - Addis Ababa/Nairobi (30 participants):

- UNDP, UN Women, UNECA, African Union, IGAD

Sudan (40 participants - security permitting):

- Khartoum ministries (Health, Education, Finance)

- Port Sudan administration
- Universities and research institutes

4.2.5 Deployment Locations (Post-Training)

Khartoum (60 graduates): National ministries, oversight commissions, constitutional commission

Darfur Region (60 graduates):

- North Darfur: 15 (El Fasher administration, health, education)
- South Darfur: 20 (Nyala administration, reconciliation, protection)
- West Darfur: 12 (El Geneina - rebuilding after destruction)
- Central Darfur: 8 (Zalingei)
- East Darfur: 5 (Ed Daein)

Kordofan Region (35 graduates):

- South Kordofan: 20 (Kadugli, local administration, DDR)
- North Kordofan: 10 (El Obeid)
- West Kordofan: 5 (En Nahud)

Eastern Sudan (20 graduates):

- Kassala: 12 (refugee integration, service delivery)
- Red Sea: 8 (Port Sudan expansion, economic development)

Other States (25 graduates): Distributed across Gezira, White Nile, Blue Nile, Northern, River Nile, Sennar states

Specialized Bodies (50 graduates):

- Anti-Corruption Commission: 15
- Human Rights Commission: 10
- Constitutional Commission: 10
- Transitional Justice Commission: 10
- Electoral Commission: 5

4.3 Faculty and Instructors

4.3.1 Faculty Composition

Core Faculty (15 full-time equivalent):

Profile Requirements:

- Advanced degree (Master's minimum, PhD preferred) in relevant field
- Minimum 5 years teaching/training experience

- Experience in post-conflict or African governance contexts
- Commitment to 6-month residential program
- Cultural sensitivity and adult learning pedagogy skills

Ideal Mix:

- 60% Sudanese diaspora (currently in Europe, North America, Gulf - willing to relocate temporarily)
- 30% African (from Kenya, Rwanda, Ghana, South Africa, Tunisia)
- 10% International (Europe, North America) with specific expertise

Subject Specializations:

- Democratic governance and political science (2 faculty)
- Public administration and management (2 faculty)
- Public finance and economics (2 faculty)
- Security sector reform and rule of law (2 faculty)
- Transitional justice and human rights (2 faculty)
- Constitutional law (1 faculty)
- Gender and development (2 faculty)
- Development economics (2 faculty)

4.3.2 Adjunct Faculty and Guest Lecturers (30-40 individuals)

Practitioners:

- Sudanese civil society leaders (ERR coordinators, resistance committee members)
- Serving government officials from Kenya, Rwanda, Ghana, Tunisia
- Anti-corruption commission investigators
- Constitutional commissioners from recent processes
- DDR and SSR practitioners from Sierra Leone, Liberia, South Africa

Academics:

- Sudanese scholars from University of Khartoum, Ahfad University (if accessible)
- African university professors specializing in governance, development
- International experts on specific technical topics

Survivors and Activists:

- Sudanese survivors of atrocities (with appropriate psychosocial support)
- Women's rights activists
- Youth movement leaders

Compensation:

- Core faculty: $60,000-80,000/year (adjusted for location and experience)
- Adjunct faculty: $500-1,500/day plus travel and accommodation

- Guest lecturers: $300-500/session plus expenses

4.3.3 Faculty Recruitment Process

Months 2-4:

- Publicize positions through academic networks, Sudanese diaspora organizations, African governance institutes
- Emphasize opportunity to contribute to Sudan's recovery and transformative governance training
- Selection criteria: Academic credentials (30%), practical experience (30%), teaching ability (20%), cultural fit and commitment (20%)

Interview Process:

- Written application including CV, teaching philosophy, sample lecture/curriculum
- Sample teaching session (30 minutes) on assigned topic
- Panel interview (YGA director, academic dean, civil society representative)
- Reference checks with previous students/trainees

Onboarding:

- Pre-program orientation on Sudan context, participant profiles, YGA philosophy
- Pedagogical training on adult learning, trauma-informed teaching, facilitation skills
- Curriculum coordination meetings ensuring coherence across modules

4.3.4 Faculty Support and Development

During Program:

- Weekly faculty meetings for coordination and problem-solving
- Peer observation and feedback on teaching
- Access to teaching assistants/translators as needed
- Professional development budget for conferences, workshops

Post-Program:

- Debrief and lessons learned documentation
- Opportunity to continue with subsequent cohorts
- Potential to contribute to National Governance Institute as permanent faculty
- Academic publications emerging from YGA experience

4.3.5 Sudanese Diaspora Faculty - Priority Recruitment

Rationale:

- Deep understanding of Sudan context, history, culture
- Credibility with participants (shared nationality)

- Many highly qualified Sudanese academics/practitioners abroad due to previous instability
- Opportunity for diaspora to contribute to homeland's recovery

Target Institutions:

- Sudanese academics at UK universities (SOAS, Cambridge, Edinburgh, etc.)
- Sudanese professionals in international organizations (World Bank, IMF, UN)
- Sudanese lawyers, doctors, economists in Gulf states, North America, Europe

Incentives:

- Competitive compensation
- Contribution to historical transformation of Sudan
- Potential permanent position at National Governance Institute
- Housing, travel, and logistics fully supported
- Security guarantees for family members in Sudan if needed

Example Profiles:

- Dr. [X], PhD in Public Policy from Harvard, currently World Bank governance specialist - **Module Lead: Public Administration**
- Dr. [Y], PhD in Law from Oxford, constitutional law professor in UK - **Module Lead: Constitutional Design**
- Dr. [Z], PhD in Economics from LSE, IMF economist - **Module Lead: Economic Recovery**

4.4 Learning Methodologies

4.4.1 Participatory and Experiential Approaches

Principles:

- Adults learn best by doing, not just listening
- Participants bring valuable experience requiring recognition and integration
- Learning should be immediately applicable to Sudan's challenges
- Diverse learning styles require varied methodologies

Methodology Mix:

1. Interactive Lectures (30% of contact time):

- Faculty presentation introducing concepts and frameworks
- Use of multimedia (videos, infographics, case study clips)
- Question-and-answer throughout (not just at end)
- Connection to Sudan context in every lecture

2. Facilitated Discussions (20%):

- Small group discussions (10-12 participants) on readings, case studies
- Socratic method: Faculty pose questions rather than provide answers
- Fishbowl discussions: Inner circle debates while outer circle observes
- Cross-regional dialogue: Participants from different parts of Sudan share perspectives

3. Simulations and Role-Plays (20%):

- Budget negotiation exercises
- Constitutional negotiations among competing interests
- Crisis response simulations (security incident, humanitarian emergency)
- Public hearing simulations (legislative committee, court proceedings)
- **Debriefing critical:** What happened? Why? What does it reveal about governance challenges?

4. Case Study Analysis (15%):

- Harvard-style case method: Participants read detailed case, analyze, discuss
- Cases from comparable contexts (Rwanda post-genocide, South Africa transition, Timor-Leste nation-building)
- Sudan-specific cases (why did 2019 transition fail? How did ERRs emerge?)
- Participants develop own case studies from their communities

5. Field Learning (10%):

- Site visits to functioning institutions in host country
- Observation of government in action (parliament sessions, court proceedings, budget hearings)
- Meetings with communities benefiting from good governance
- Exposure to both successes and failures

6. Peer Learning (5%):

- Participant-led seminars: Each participant teaches something from their expertise
- Study groups for exam preparation and assignment collaboration
- Mentorship: Experienced participants support those struggling
- Cultural exchange nights: Participants share regional traditions, languages, food

4.4.2 Technology-Enhanced Learning

Digital Tools:

Learning Management System (LMS):

- All course materials accessible online (readings, videos, slides)
- Discussion forums for asynchronous engagement
- Assignment submission and grading

- Access continues post-graduation for reference

Interactive Technologies:

- Polling software (Mentimeter, Slido) for real-time feedback during lectures
- Collaborative documents (Google Docs) for group projects
- Video conferencing for guest speakers unable to attend in person
- Virtual reality (if budget permits): VR simulations of governance scenarios

Digital Library:

- Curated collection of key governance resources
- Academic journals access through university partnerships
- Sudan-specific documentation (reports, laws, data)
- Open educational resources

4.4.3 Language Considerations

Primary Language: Arabic

- All core curriculum delivered in Arabic
- Teaching materials translated to Arabic
- Assessments in Arabic (unless participant prefers English)

English as Secondary:

- Some readings in English (if no Arabic translation available)
- English language support classes for participants needing improvement
- English important for accessing international governance literature

Local Sudanese Languages:

- Acknowledgment and respect for linguistic diversity (Fur, Masalit, Nuer, Beja, etc.)
- Translation/interpretation provided when needed for discussions
- Curriculum module on multilingual governance and language rights

4.4.4 Trauma-Informed Pedagogy

Recognition:

- Virtually all participants have experienced trauma (war, displacement, loss, violence)
- Some may have directly witnessed or experienced atrocities
- Learning environment must be safe and supportive

Practices:

- Clear content warnings before discussing violence, sexual assault, etc.
- Option to step out if material triggering (no penalty)
- Access to psychosocial counselors on-site
- Peer support encouraged (participants often support each other)
- Faculty trained in recognizing trauma responses and appropriate responses
- Emphasis on agency, resilience, hope (not just victimization)

4.5 Assessment and Certification

4.5.1 Assessment Philosophy

Formative Assessment (Ongoing feedback for learning):

- Weekly quizzes and assignments with detailed feedback
- Mid-module check-ins on understanding
- Peer feedback on presentations and group work
- Self-assessment and reflection

Summative Assessment (Evaluating achievement of learning objectives):

- End-of-module exams
- Major assignments (policy papers, budget development, etc.)
- Capstone project
- Internship evaluation
- Final comprehensive assessment

Competency-Based:

- Assessment tied to specific competencies, not just content knowledge
- Minimum proficiency levels required to advance
- Opportunities for remediation if standards not met initially

4.5.2 Grading Components

Overall YGA Grade (Determines Graduation):

Component	Weight	Description
Module Exams	30%	8 modules × 3.75% each
Module Assignments	25%	Policy papers, budgets, legal drafts, etc.
Capstone Project	20%	Group project integrating all learning
Internship Evaluation	15%	Supervisor assessment + reflection paper

Component	Weight	Description
Participation	10%	Class contribution, peer engagement, professionalism

Grading Scale:

- **Distinction:** 85-100% (Top performers eligible for leadership positions)
- **Pass:** 70-84% (Meets competency standards, eligible for deployment)
- **Conditional Pass:** 60-69% (Remediation required before deployment)
- **Fail:** <60% (Not eligible for YGA certificate and deployment)

Minimum Standards:

- Must achieve 70%+ in each module (cannot compensate poor performance in one area with excellence in another)
- Must complete all assignments and exams (no substitutions)
- Must pass security vetting and maintain ethical conduct

4.5.3 Certification

YGA Certificate: Awarded to participants who:

- Complete all curriculum requirements
- Achieve minimum 70% overall grade
- Pass all module assessments at 70%+
- Complete internship satisfactorily
- Maintain ethical conduct throughout program

Certificate Components:

- Participant name and photo
- Dates of program
- Modules completed
- Overall grade classification (Distinction/Pass)
- Signatures of YGA Director, Academic Dean, Governing Board Chair
- Unique certificate number (verifiable)

Academic Accreditation:

- Partnership with Sudanese universities (University of Khartoum, Ahfad University) or regional universities (University of Rwanda, University of Nairobi)
- YGA certificate recognized as equivalent to Postgraduate Diploma in Governance/Public Administration
- Credits transferable toward Master's degree for graduates pursuing further study

4.5.4 Remediation and Support

For Participants Struggling:

Academic Support:

- Tutoring from faculty or high-performing peers
- Additional study materials and resources
- Extended time for assignments if learning difficulties
- Language support if Arabic/English proficiency issue

Probation System:

- Participants scoring below 60% on any module placed on academic probation
- Must meet with Academic Dean to develop improvement plan
- Additional monitoring and support
- If improvement demonstrated, can continue; if not, may be dismissed

Second Chances:

- Participants who fail overall program may reapply for subsequent cohort
- Must demonstrate what has changed (additional study, experience, etc.)
- Limited to one re-attempt

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5. DEPLOYMENT IN TRANSITIONAL GOVERNANCE

5.1 Governance Roles for Graduates

5.1.1 National Ministries - Deputy Minister Positions (30 graduates)

Structure:

- Each service delivery ministry has 1-2 YGA graduate Deputy Ministers
- Deputies focus on technical management and implementation (not political leadership)
- Report to politically appointed Minister but have operational authority

Target Ministries:

1. **Ministry of Health (4 graduates):**
   - Deputy Minister for Primary Health Care
   - Deputy Minister for Hospital Services
   - Director, Policy and Planning Department
   - Director, Human Resources for Health
2. **Ministry of Education (4 graduates):**
   - Deputy Minister for Basic Education
   - Deputy Minister for Secondary/Technical Education

- o Director, Curriculum Development
- o Director, Teacher Training and Development
3. **Ministry of Finance and Economic Planning (4 graduates):**
    - o Deputy Minister for Budget
    - o Director, Public Procurement
    - o Director, Revenue Administration
    - o Director, Aid Coordination
4. **Ministry of Infrastructure and Transport (3 graduates):**
    - o Deputy Minister for Roads and Bridges
    - o Director, Public Works Programs
    - o Director, Infrastructure Planning
5. **Ministry of Agriculture and Irrigation (3 graduates):**
    - o Deputy Minister for Smallholder Agriculture
    - o Director, Agricultural Extension Services
    - o Director, Irrigation and Water Resources
6. **Ministry of Water Resources and Electricity (3 graduates):**
    - o Deputy Minister for Urban Water
    - o Deputy Minister for Rural Water and Sanitation
    - o Director, Water Quality and Regulation
7. **Ministry of Social Development (3 graduates):**
    - o Deputy Minister for Social Protection
    - o Director, Cash Transfer Programs
    - o Director, Disability and Vulnerable Groups
8. **Ministry of Women and Child Welfare (2 graduates):**
    - o Deputy Minister for Women's Empowerment
    - o Director, GBV Prevention and Response
9. **Ministry of Youth and Sports (2 graduates):**
    - o Deputy Minister for Youth Employment
    - o Director, Youth Leadership Programs
10. **Ministry of Justice (2 graduates):**
    - o Director, Legal Aid Services
    - o Director, Prison Reform

Responsibilities:

- Day-to-day management of ministry departments
- Budget development and execution
- Policy implementation and monitoring
- Staff supervision and performance management
- Coordination with local governments and civil society
- Reporting to Minister and Parliament

5.1.2 State/Provincial Administration (90 graduates)

Model: Each of Sudan's 18 states receives 5 YGA graduates in key positions

State-Level Positions (per state):

1. **Deputy Governor for Administration (1 graduate):**
    o Support Governor in managing state government
    o Coordinate across state ministries/departments
    o Implement national policies at state level
    o Manage state civil service
2. **State Director of Health (1 graduate):**
    o Manage state health system (hospitals, clinics, health centers)
    o Coordinate with national Ministry of Health
    o Budget development and execution for health sector
    o Emergency response and disease surveillance
3. **State Director of Education (1 graduate):**
    o Manage all schools in state (primary, secondary)
    o Teacher deployment and training
    o School infrastructure rehabilitation
    o Community mobilization for education
4. **State Director of Finance (1 graduate):**
    o State budget development
    o Revenue collection (local taxes, fees)
    o Financial management and reporting
    o Procurement for state government
5. **State Director of Local Government (1 graduate):**
    o Support local governments (localities, districts)
    o Coordinate service delivery across state
    o Community development and participation
    o Conflict resolution and reconciliation support

Priority States for Immediate Deployment:

- **Darfur States (30 graduates):** North Darfur, South Darfur, West Darfur, Central Darfur, East Darfur, West Kordofan - given conflict impact and reconstruction needs
- **South Kordofan and Blue Nile (10 graduates):** Historically marginalized, conflict-affected
- **Kassala and Red Sea (10 graduates):** Refugee integration and economic development priorities
- **Others (40 graduates):** Distributed across remaining states

5.1.3 Oversight and Accountability Institutions (40 graduates)

Anti-Corruption Commission (15 graduates):

- **Director of Investigations (1):** Lead corruption investigations team
- **Senior Investigators (5):** Conduct investigations, gather evidence, build cases
- **Financial Forensics Specialists (3):** Analyze financial records, trace assets
- **Asset Recovery Officers (2):** Identify and recover stolen assets domestically and internationally
- **Public Education Officers (2):** Community outreach, corruption prevention awareness
- **Legal Officers (2):** Prosecution support, legal research

Human Rights Commission (10 graduates):

- **Director of Monitoring and Documentation (1):** Oversee documentation of human rights violations
- **Regional Human Rights Officers (4):** Based in Darfur, Kordofan, East, Center - monitor situation, receive complaints
- **Investigators (3):** Investigate allegations of rights abuses by state actors
- **Victim Support Coordinators (2):** Connect victims to services, support in navigating justice processes

Transitional Justice Commission (10 graduates):

- **Director of Truth-Seeking (1):** Coordinate documentation and testimony collection
- **Community Liaison Officers (4):** Facilitate community dialogues, truth-telling at local level
- **Reparations Program Manager (1):** Design and implement reparations for victims
- **Memorialization Officer (1):** Support creation of memorials, museums, remembrance
- **Research and Analysis Officers (3):** Analyze patterns of violence, produce reports

Auditor General's Office (5 graduates):

- **Senior Auditors (3):** Conduct financial and performance audits of government entities
- **Procurement Audit Specialists (2):** Audit government procurement for compliance and value-for-money

5.1.4 Constitutional and Electoral Bodies (20 graduates)

Constitutional Commission (10 graduates):

- **Director of Research and Analysis (1):** Comparative constitutional research, drafting support
- **Regional Consultation Coordinators (5):** Organize consultations in different regions to gather citizen input
- **Legal Drafters (2):** Draft constitutional provisions based on commission deliberations
- **Communications Officer (1):** Public education on constitutional process, media engagement
- **Administrative Manager (1):** Logistics, budgets, secretariat functions

Electoral Commission (10 graduates):

- **Director of Voter Registration (1):** Design and implement voter registration system
- **Regional Electoral Officers (5):** Oversee electoral preparations in different regions
- **Civic Education Officers (2):** Voter education, encourage participation
- **Logistics and Operations Manager (1):** Ballot distribution, polling station setup, results transmission
- **Legal and Compliance Officer (1):** Electoral law interpretation, complaint resolution

5.1.5 Civil Society Liaison and Support Roles (20 graduates)

Rationale: Some graduates may be more effective supporting civil society oversight and advocacy than being within government

Positions:

- **ERR Capacity Building Coordinators (10):** Support ERRs transition from emergency response to community development/advocacy organizations
- **Women's Empowerment Program Managers (5):** Work with women's organizations on political participation, economic empowerment
- **Youth Governance Network Coordinators (3):** Build networks of youth in governance for peer learning
- **Media and Transparency Officers (2):** Work with journalists on investigative reporting, transparency advocacy

Host Organizations:

- Local Sudanese NGOs focused on governance, human rights, development
- International NGOs with Sudan programs (Oxfam, International Rescue Committee, etc.)
- Think tanks and research institutes

5.2 Mentorship and Support Systems

5.2.1 Structured Mentorship Program

Mentor Assignment:

- Every deployed graduate assigned senior mentor (experienced Sudanese administrator or international advisor)
- Matching based on sector, location, personality fit
- Mentor meets formally with graduate every 2 weeks (minimum)
- Available for ad-hoc questions/crises

Mentor Profiles:

Sudanese Diaspora Professionals:

- Retired civil servants who served before Bashir regime (clean records)
- Sudanese working in international organizations (World Bank, UN) providing remote mentorship
- Sudanese academics willing to mentor (especially for constitutional/legal positions)

International Experts:

- Retired officials from successful African governance contexts (Rwanda, Ghana, Botswana, Tunisia)
- Current serving officials from partner countries willing to mentor remotely

- International organization staff based in Sudan

Mentor Responsibilities:

- Provide technical guidance on governance challenges
- Offer emotional support and encouragement
- Connect graduate to professional networks
- Advocate for graduate within organization if facing resistance
- Participate in quarterly performance reviews
- Alert YGA if serious problems emerge

Mentor Compensation:

- Modest honorarium: $500-1000/month depending on intensity of engagement
- Recognition and appreciation events
- Opportunity to contribute to Sudan's transformation

5.2.2 Peer Support Networks

Regional Cohorts:

- All graduates in same state/region meet monthly
- Share experiences, problem-solve collectively
- Social support and camaraderie
- Joint advocacy on common issues (e.g., budget allocations)

Sectoral Networks:

- All health sector graduates connect quarterly (virtual)
- Share technical resources, best practices
- Coordinate approaches to common challenges
- Guest experts join to provide specialized input

Women Graduates Network:

- Women graduates (40%+ of total) face unique challenges (sexism, harassment, work-family balance)
- Monthly virtual meetings for support and strategizing
- Senior women leaders invited as role models and advisors
- Safe space to discuss challenges

WhatsApp Groups:

- Entire YGA alumni in general WhatsApp group for quick communication
- Smaller groups by sector, region, cohort
- Share job opportunities, resources, celebrate successes

5.2.3 Continuing Education and Professional Development

Short Courses: YGA offers 1-week intensive courses on specialized topics for deployed graduates:

- Advanced procurement and contract management
- Gender-responsive budgeting
- Conflict-sensitive programming
- Data analysis for decision-making
- Public speaking and media engagement
- Leadership and change management

Certificate Programs:

- Partnerships with universities for online certificate programs
- YGA subsidizes tuition for graduates pursuing relevant certifications
- Examples: Project Management Professional (PMP), Certified Public Accountant, Human Rights Law Certificate

Master's Degree Scholarships:

- Top-performing graduates (10-15/year) awarded full scholarships for Master's degrees
- Fields: Public Policy, Public Administration, Development Economics, Human Rights Law, Public Health
- Universities: African universities (University of Ghana, University of Cape Town, American University in Cairo) or international (UK, Europe, North America)
- Commitment to return to Sudan for minimum 3 years after degree

International Exposure:

- Study tours to successful governance contexts (Rwanda, Botswana, Tunisia, Chile, etc.)
- Participation in international conferences (African Governance Forum, UN ECOSOC, etc.)
- Exchanges with governance academies in other countries

5.2.4 Psychological and Wellness Support

Recognition:

- Governance work in post-conflict Sudan is extremely stressful
- Long hours, immense challenges, limited resources
- Exposure to traumatic material (atrocity documentation, survivor testimony)
- Potential threats from spoilers opposed to reform

Support Provided:

Mental Health Services:

- Access to confidential counseling (in-person or remote via teletherapy)
- YGA partners with psychologists specializing in trauma and humanitarian workers
- No stigma messaging: "Seeking support is strength, not weakness"
- Regular check-ins on wellbeing, not just performance

Stress Management:

- Training on stress management, self-care, burnout prevention
- Peer support circles where graduates can decompress
- Encouragement of work-life balance (difficult but necessary)

Physical Safety:

- Security assessments for graduates in high-risk positions or locations
- Rapid response protocols if graduate threatened or attacked
- Evacuation support if security deteriorates
- Security training for personal safety

Family Support:

- Dependent care assistance (childcare subsidies, elder care support)
- Family counseling if work stress affecting family relationships
- Flexibility for family emergencies

5.3 Performance Monitoring and Accountability

5.3.1 Performance Management Framework

Objectives:

- Ensure graduates performing effectively in their roles
- Identify and address performance problems early
- Recognize and reward excellence
- Generate evidence of YGA impact
- Maintain accountability to Sudanese people

Performance Review Cycle:

Month 3 (Probationary Review):

- Supervisor completes evaluation form
- Graduate submits self-assessment
- Mentor provides input
- YGA staff conducts performance conversation
- Decision: Confirm in position, extend probation, or terminate (with support to find alternative role)

Month 6, 12, 18 (Regular Reviews):

- Same process as probationary review
- Focus on achievement of agreed objectives
- Identification of professional development needs
- Salary increment decisions (if applicable)

Performance Evaluation Criteria:

Criterion	Weight	Description
Technical Competence	30%	Demonstrates knowledge and skills for role; produces quality work
Results Achievement	25%	Achieves agreed objectives and deliverables; makes tangible impact
Collaboration	20%	Works effectively with colleagues, stakeholders, communities
Ethics and Integrity	15%	Upholds highest standards; resists corruption; treats all fairly
Leadership	10%	Takes initiative; inspires others; drives positive change

360-Degree Feedback:

- Input from supervisor, peers, subordinates (if applicable), external stakeholders
- Anonymous surveys ensuring candor
- Graduate sees aggregated feedback

5.3.2 Addressing Performance Problems

Progressive Discipline:

Step 1 - Coaching:

- Informal conversation identifying performance gap
- Joint development of improvement plan
- Additional support provided (mentorship, training, resources)
- 30-60 day review to assess improvement

Step 2 - Formal Warning:

- If inadequate improvement, written warning issued
- Clear expectations and timeline for improvement

- Consequences specified if improvement not achieved

Step 3 - Reassignment or Termination:

- If continued inadequate performance, graduate reassigned to more suitable role or separated from program
- YGA assists in finding alternative employment
- Learning documented: Why did placement fail? How to prevent in future?

Immediate Termination For:

- Corruption or embezzlement
- Sexual harassment or abuse
- Gross negligence causing serious harm
- Violation of security vetting (e.g., concealed atrocity participation)

5.3.3 Impact Measurement

Indicators of Graduate Effectiveness:

Service Delivery Outcomes:

- Measurable improvement in services in areas managed by graduates
- Examples: School enrollment rates, immunization coverage, water access, maternal mortality, budget execution rates
- Comparison with non-YGA-managed areas (where possible)

Governance Quality:

- Transparency indicators: Budget publication, procurement disclosure, citizen feedback mechanisms
- Corruption perceptions: Surveys of citizens, businesses on corruption in graduate-managed institutions
- Responsiveness: Citizen satisfaction surveys, complaint resolution rates

Institution Building:

- Quality of systems established: HR policies, financial management procedures, M&E frameworks
- Capacity built: Staff trained, processes documented, knowledge transferred
- Sustainability: Systems continue functioning if graduate moves to different role

Comparative Analysis:

- YGA graduate-led institutions vs. non-YGA institutions on same indicators
- Pre-post analysis: Before YGA graduate vs. after in same institution
- Peer benchmarking: Sudan performance vs. regional comparators

Case Studies:

- In-depth documentation of 10-15 high-impact graduates
- Storytelling: How did they overcome challenges? What difference did they make?
- Dissemination: Publications, videos, presentations showcasing success

5.3.4 Alumni Accountability to Communities

Community Oversight:

- Public reporting: Graduates present publicly on their work and achievements (town halls, community meetings)
- Citizen feedback: Mechanisms for citizens to report concerns about graduate performance
- Civil society monitoring: ERRs and resistance committees continue oversight role, holding graduates accountable

Transparency Commitments:

- All graduates sign transparency pledge: Publish budgets, procurement, performance data
- Open door policies: Regular office hours where citizens can meet with graduates
- Media engagement: Graduates available to journalists for questions

Sanctions for Misconduct:

- If graduate engages in corruption, abuse of power, or other misconduct, YGA publicly disassociates
- Information shared with law enforcement for potential prosecution
- Graduate removed from alumni network and support withdrawn

5.4 Career Pathways and Sustainability

5.4.1 Career Progression for Graduates

Short-Term (Years 1-3):

- Initial deployment positions (Deputy Ministers, Directors, Commissioners)
- Building track record and expertise
- Developing professional networks
- Continuing education (certificates, short courses)

Medium-Term (Years 4-7):

- Promotion to more senior roles: Ministers, Governors, Permanent Secretaries, Commission Chairs
- Some pursue elected office (parliament, local councils)
- Some move to private sector or civil society with governance expertise
- Some pursue advanced degrees (Master's/PhD) then return to governance or academia

Long-Term (Years 8+):

- YGA alumni comprise significant portion of Sudan's senior leadership
- Some become national political leaders (President, Prime Minister, Speaker of Parliament)
- Others remain in technical/administrative roles as career civil servants
- Alumni in academia training next generation
- Alumni in private sector applying governance skills to business leadership

5.4.2 Integration into Permanent Civil Service

Challenge:

- YGA graduates initially on temporary contracts (transitional government appointments)
- Need pathway to permanent civil service positions ensuring job security and long-term careers

Solution - Civil Service Reform:

Merit-Based Recruitment:

- Sudan Civil Service Commission conducts open, competitive recruitment for all positions
- YGA graduates compete on merit (not automatic appointments)
- YGA certificate recognized as qualification, but still must meet job requirements

YGA Advantage:

- YGA graduates have proven track record from transitional deployment
- Strong references from mentors and supervisors
- Demonstrated commitment to public service
- Well-positioned for permanent appointments

Career Civil Service Structure:

- Clear career ladder with competency-based promotion
- Competitive salaries ensuring financial security and reducing corruption incentives
- Professional development support (training, conferences, higher education)
- Pensions and benefits

5.4.3 Institutional Sustainability - National Governance Institute

Transition from YGA to NGI:

Year 3-4:

- Sudanese Parliament passes legislation establishing National Governance Institute as permanent statutory body
- NGI mandate: Train current and future public servants in democratic governance
- YGA transitions into NGI, maintaining programs and standards

NGI Structure:

Governance:

- Board of Governors (Government representatives, civil society, academia, private sector)
- Director General (appointed competitively for 5-year term)
- Academic Council (senior faculty providing academic oversight)

Programs:

- **Pre-Service Training:** For new recruits to civil service (similar to YGA curriculum)
- **In-Service Training:** Short courses for serving officials on specialized topics
- **Leadership Development:** Programs for mid-career and senior officials
- **Research and Policy:** Applied research on governance challenges, policy advice to government

Funding:

- Government budget allocation (minimum 0.1% of national budget)
- Cost-recovery: Fees from some courses (especially for private sector participants)
- Development partner support (transitional, declining over time)
- Endowment fund built from alumni and donor contributions

Accreditation:

- NGI programs accredited by Sudanese Higher Education Council
- Partnerships with regional and international universities
- NGI becomes hub for governance training in Eastern Africa

5.4.4 Alumni Network and Continued Engagement

YGA Alumni Association:

Structure:

- Elected executive committee (President, Vice President, Secretary, Treasurer)
- Regional chapters in all 18 states

- Sectoral chapters (health, education, finance, etc.)
- Annual general meeting

Activities:

- Professional networking and job opportunities
- Peer learning and knowledge sharing
- Mentorship: Alumni mentor new YGA cohorts
- Advocacy: Collective voice on governance issues
- Social events: Maintaining relationships and solidarity

Alumni Contributions:

- Some alumni donate to YGA/NGI financially
- Many return as guest lecturers or mentors
- Alumni success stories used in recruiting new cohorts
- Alumni become ambassadors for democratic governance in Sudan

Recognition:

- Annual YGA Excellence Awards recognizing outstanding alumni
- Public celebration of alumni achievements
- Documentation of alumni impact

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6. INSTITUTIONAL PARTNERSHIPS

6.1 Government Cooperation

6.1.1 Sudanese Transitional Government

Critical Partnership:

- YGA cannot succeed without government buy-in and cooperation
- Government must accept youth graduates in transitional roles
- Government must provide deployment positions and support

Memorandum of Understanding:

Government Commitments:

1. **Position Allocation:** Agree to create/allocate 200+ positions for YGA graduates across ministries, states, oversight bodies

2. **Compensation:** Pay salaries and benefits for deployed graduates (YGA may supplement initially if government finances strained)
3. **Authority:** Ensure graduates have genuine authority and resources in their positions (not token roles)
4. **Support:** Provide office space, equipment, staff support for graduates to function effectively
5. **Protection:** Guarantee security for graduates and respond to any threats or attacks
6. **Accountability:** Subject graduates to same performance management and accountability as other civil servants

YGA Commitments:

1. **Quality:** Provide well-trained, competent graduates ready for responsibility
2. **Vetting:** Ensure all graduates pass rigorous security and integrity checks
3. **Support:** Provide ongoing mentorship and professional development for graduates
4. **Flexibility:** Work with government on specific position needs and skill requirements
5. **Reporting:** Provide regular reports on graduate performance and program impact

Negotiation Strategy:

Incentives for Government:

- Addresses critical capacity gaps in ministries and states
- Brings energetic, well-trained staff at minimal cost to government
- Demonstrates commitment to youth inclusion and democratic transition
- Attracts international support and legitimacy

Addressing Concerns:

- **"Youth are too inexperienced":** YGA provides intensive training + mentorship, graduates are 25-40 (not teenagers)
- **"We need political loyalty":** Graduates are Sudanese patriots committed to Sudan's success, not partisan operatives
- **"This undermines our authority":** Graduates support Ministers/Governors, not replace them; brings capacity to implement leaders' visions

High-Level Endorsement:

- Prime Minister publicly endorses YGA and commits to deployment
- Key Ministers (Health, Education, Finance, Local Government) designated as YGA champions
- Cabinet discussion and formal approval of MoU

6.1.2 State/Provincial Governments

Engagement:

- YGA staff visit all 18 states to present program and negotiate deployments

- Governors and state officials involved in selecting which positions YGA graduates fill
- State governments commit to providing resources and authority for graduates

Special Focus - Marginalized Regions:

- Extra effort to secure buy-in from Darfur, Kordofan, Eastern states
- Emphasize how YGA addresses historical exclusion
- Ensure state officials from these regions involved in participant selection

6.2 International Development Partners

6.2.1 Donor Consortium

Multi-Donor Funding Mechanism:

Rationale:

- YGA budget ($24.8M over 3 years) too large for single donor
- Multi-donor approach shares risk and demonstrates broad support
- Harmonized funding reduces transaction costs

Target Donors:

Bilateral Donors:

1. **Germany (Lead Donor):** €8 million - given German-Sudanese citizen founder, Germany's development priorities
2. **European Union:** €6 million - governance and youth programming priorities
3. **United Kingdom (FCDO):** £4 million - conflict prevention and governance expertise
4. **Sweden (SIDA):** SEK 40 million (~€4 million) - democracy support and gender equality
5. **United States (USAID):** $3 million - democracy and governance programming
6. **Norway:** €2 million - peace and reconciliation focus

Multilateral Donors:

1. **World Bank:** $5 million from State and Peacebuilding Fund
2. **African Development Bank:** $3 million from Fragile States Facility
3. **UN Peacebuilding Fund:** $2 million

Foundations:

1. **Open Society Foundations:** $1 million - democracy and human rights
2. **Mo Ibrahim Foundation:** $1 million - African governance and leadership

Pooled Funding Arrangement:

- All funds deposited in dedicated YGA account
- Independent fund manager (UNDP or professional firm) handles disbursements

- Donors receive quarterly financial and narrative reports
- Annual joint donor review mission
- Single audit covering all donor funds

6.2.2 Technical Partnerships

United Nations Agencies:

UNDP:

- Governance expertise and global networks
- Potential internship placements in UNDP country offices
- Faculty from UNDP governance programs
- M&E technical support

UN Women:

- Gender mainstreaming technical assistance
- Curriculum development for gender module
- Faculty and guest speakers on women's political participation
- Internship placements

UNFPA:

- Youth programming expertise
- Support for youth-led initiatives
- GBV prevention and response technical assistance

World Bank:

- Public financial management expertise
- Faculty for financial management and economic recovery modules
- Access to governance data and diagnostics
- Potential internship placements in World Bank offices

African Union:

- Political endorsement and legitimacy
- Internship placements at AU Commission
- Connection to AU Governance Architecture (African Peer Review Mechanism, African Governance Platform)
- Dissemination of YGA model to other AU member states

IGAD (Intergovernmental Authority on Development):

- Regional political support

- Potential mediation support with Sudanese government if friction arises
- Internship placements
- Regional learning exchanges

6.3 Academic Institutions

6.3.1 Sudanese Universities

Partnerships (Security Permitting):

University of Khartoum:

- Faculty drawn from Law, Economics, Political Science departments
- YGA certificate recognized for credit toward Master's programs
- Joint research on Sudan governance challenges
- Alumni recruitment and outreach

Ahfad University for Women:

- Leadership in women's education and empowerment
- Faculty for gender mainstreaming module
- Campus potentially hosts YGA sessions if Khartoum secure
- Research partnership on women in governance

Challenges:

- Many Sudanese universities damaged or non-functional due to conflict
- Faculty fled or displaced
- Uncertainty about reopening timeline

Mitigation:

- Engage Sudanese academics individually (even if institutions not functioning)
- Virtual participation from diaspora faculty
- Plan for re-engagement when universities reopen

6.3.2 African Universities

University of Rwanda:

- Host institution for training (classroom facilities, library, housing)
- Faculty from School of Governance
- Academic accreditation for YGA certificate
- Access to Rwandan case studies and practitioners

University of Nairobi:

- Institute for Development Studies provides faculty
- Potential training site (alternative to Rwanda)
- Research partnerships
- Alumni network connections

University of Ghana:

- Institute of Economic Affairs provides faculty on governance
- Internship placements
- Research collaboration

American University in Cairo:

- Regional hub for policy research
- Potential faculty (especially Arab governance experts)
- Library and research resources

Accreditation Agreements:

- YGA curriculum mapped to Postgraduate Diploma standards
- YGA credits transferable toward Master's programs
- Joint degrees possible (YGA certificate + university Master's)

6.3.3 International Training Institutes

Kenya School of Government:

- Partnership for internship placements
- Curriculum sharing and best practice exchange
- Joint training of trainers workshops
- Potential faculty

Rwanda Governance Board Training Institute:

- Hosts YGA training sessions
- Shares curriculum and teaching materials
- Faculty and guest speakers
- Exposure to Rwanda's governance systems

Ghana Institute of Management and Public Administration (GIMPA):

- Public administration expertise
- Internship placements
- Faculty exchange

6.4 Civil Society Organizations

6.4.1 Sudanese Civil Society

Emergency Response Rooms (ERRs):

Partnership Role:

- Nominate YGA candidates from their networks
- Provide letters of recommendation and verification
- Host graduates for community consultations and field learning
- Monitor and provide feedback on graduate performance
- Transition support: ERRs evolve from emergency response to community development/governance oversight

Resistance Committees:

Partnership Role:

- Participant nomination and vetting
- Community accountability for deployed graduates
- Democratic oversight of governance institutions
- Grassroots mobilization for governance reforms

Women's Organizations:

Key Partners:

- Sudanese Women's Rights Action (SUPRA)
- Mansam Network (combating GBV)
- Strategic Initiative for Women in the Horn of Africa (SIHA)

Partnership Role:

- Nominate women candidates
- Provide safe spaces for women participants during recruitment
- Guest speakers and faculty for gender module
- Monitor gender equality in deployment
- Support for women graduates facing discrimination

Professional Associations:

- Sudanese Doctors' Committee
- Engineers' Association
- Teachers' Union
- Lawyers' Association

Partnership Role:

- Nominate professionals for YGA
- Technical input to curriculum in their sectors
- Internship/practicum placements
- Ongoing professional development for graduates

6.4.2 International NGOs

Governance and Peacebuilding Organizations:

International IDEA:

- Electoral systems and constitution-building expertise
- Curriculum resources
- Faculty and trainers
- Comparative case studies

International Center for Transitional Justice (ICTJ):

- Transitional justice expertise
- Curriculum for TJ module
- Faculty and guest speakers
- Connection to survivors and practitioners

Transparency International:

- Anti-corruption expertise
- Training materials and case studies
- Faculty for anti-corruption module
- Support establishing anti-corruption commission

NDI/IRI (National Democratic Institute / International Republican Institute):

- Democratic governance programming
- Political party development (if appropriate for context)
- Electoral observation and support
- Civic education

Humanitarian and Development NGOs:

Partners in Sudan:

- International Rescue Committee (IRC)
- Oxfam
- Save the Children
- CARE International

Partnership Role:

- Internship placements for YGA participants
- Employment opportunities for graduates
- Collaboration on service delivery and community development
- Feedback on graduate performance and impact

6.5 Private Sector Engagement

6.5.1 Sudanese Diaspora Business Community

Engagement:

- Sudanese business leaders in Gulf, Europe, North America
- Diaspora remittances critical to Sudan's economy
- Many interested in contributing to homeland's recovery

Partnership Opportunities:

Financial Support:

- Diaspora businesses donate to YGA scholarship fund
- Matching grants: Donor pledges matched by diaspora contributions
- Sponsorship: "Adopt a participant" program

Internships and Mentorship:

- Diaspora businesses host interns for private sector exposure
- Business leaders mentor graduates on financial management, entrepreneurship
- Job opportunities for graduates in private sector (alternative to government)

Investment Promotion:

- Graduates in economic ministries work with diaspora investors
- Transparent investment climate attracts diaspora capital
- Alumni network facilitates business connections

6.5.2 Local Sudanese Businesses

Rationale:

- Private sector needs good governance (rule of law, contract enforcement, anti-corruption)
- Businesses benefit from trained administrators in government
- Corporate social responsibility opportunities

Partnership:

- Local businesses support YGA financially (even modest amounts)

- Provide internships and mentorship
- Employ graduates (especially in compliance, government relations, corporate governance roles)
- Advocate for governance reforms that YGA graduates promote

6.5.3 Regional/International Corporations

Companies with Sudan Operations:

- Telecommunications companies
- Banking and financial services
- Agriculture and food processing
- Construction and infrastructure
- Oil and extractives (if sector revives post-conflict)

Partnership:

- Corporate sponsorships for YGA
- Internships in corporate governance, compliance, community relations
- Employment pathways for graduates
- Support for anti-corruption and transparency initiatives that create better business environment

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7. BUDGET AND RESOURCE REQUIREMENTS

7.1 Total Program Costs

3-Year Budget: $24.8 Million USD

Annual Breakdown:

- Year 1 (Setup + Cohort 1 Training): $9.2 million
- Year 2 (Cohort 1 Deployment + Cohort 2 Training): $8.9 million
- Year 3 (Cohort 2 Deployment + Institutionalization): $6.7 million

Per-Participant Cost:

- For 300 participants over 18 months (training + internship + deployment): **$82,667 per participant**
- Compares favorably to:
    - Master's degree at international university: $40,000-100,000+ (tuition only)
    - Leadership development programs: $50,000-150,000 per participant
    - Post-conflict governance interventions: $100,000+ per beneficiary (World Bank benchmarks)

7.2 Detailed Budget Breakdown

7.2.1 Personnel Costs (35% - $8.7 million)

YGA Core Staff:

Position	Number	Annual Salary	3 Years	Total
Executive Director	1	$120,000	3	$360,000
Academic Dean	1	$100,000	3	$300,000
Operations Manager	1	$70,000	3	$210,000
Finance Manager	1	$65,000	3	$195,000
M&E Specialist	1	$65,000	3	$195,000
Recruitment & Selection Coordinator	1	$55,000	2	$110,000
Deployment & Alumni Manager	1	$60,000	3	$180,000
Communications Officer	1	$50,000	3	$150,000
Administrative Assistants	3	$35,000	3	$315,000
Finance/HR Assistant	2	$40,000	3	$240,000
Subtotal Staff	**13**			**$2,255,000**

Faculty and Instructors:

Category	Number	Annual Cost	3 Years	Total
Core Faculty (full-time equivalent)	15	$70,000	2 years	$2,100,000
Adjunct Faculty	30	$15,000/year	2 years	$900,000
Guest Lecturers	50 sessions	$500/session	2 cohorts	$50,000
Teaching Assistants	6	$25,000	2 years	$300,000
Subtotal Faculty				**$3,350,000**

Mentors:

Category	Number	Monthly	Duration	Total
Graduate Mentors (deployment phase)	250	$750/month	12 months	$2,250,000
Internship Supervisors (honoraria)	300	$250/month	3 months	$225,000
Subtotal Mentors				**$2,475,000**

Total Personnel: $8,080,000

7.2.2 Participant Support (22% - $5.4 million)

Stipends and Allowances:

Item	Per Participant	Number	Duration	Total
Training Phase Stipend	$400/month	300	6 months	$720,000
Internship Stipend	$500/month	300	3 months	$450,000
Deployment Salary Supplement (Year 1)	$600/month	250	12 months	$1,800,000
Deployment Salary Supplement (Year 2-3)	$400/month	250	12 months	$1,200,000
Subtotal Stipends				**$4,170,000**

Note: Deployment supplement phases out as government takes over full salary responsibility

Housing:

Item	Cost	Number	Duration	Total
Training Phase Housing	$200/participant/month	300	6 months	$360,000
Internship Housing	$250/participant/month	300	3 months	$225,000
Subtotal Housing				**$585,000**

Transportation:

Item	Cost	Participants	Frequency	Total
International Travel (to training site)	$800	300	Once	$240,000
Internship Travel (to placement)	$600	300	Once	$180,000
Deployment Travel (to assignment)	$400	250	Once	$100,000
Study Tours/Field Visits	$300/participant	300	Twice	$180,000
Subtotal Transportation				**$700,000**

Total Participant Support: $5,455,000

7.2.3 Training Facilities and Operations (18% - $4.5 million)

Facility Costs:

Item	Annual Cost	Duration	Total
Classroom Rental (Rwanda/Kenya)	$150,000	2 years	$300,000
Library and Computer Lab	$50,000	2 years	$100,000
Office Space (YGA Secretariat)	$40,000	3 years	$120,000
Subtotal Facilities			**$520,000**

Learning Materials:

Item	Per Participant	Number	Total
Textbooks and Readings	$200	300	$60,000
Laptops/Tablets	$600	300	$180,000
Software and Online Resources	$100	300	$30,000
Stationery and Supplies	$50	300	$15,000

Item	Per Participant Number	Total
Subtotal Learning Materials		**$285,000**

Technology and Equipment:

Item	Cost	Quantity	Total
Projectors, Audio-Visual Equipment	$5,000	10 classrooms	$50,000
Video Conferencing System	$15,000	3 sites	$45,000
Learning Management System (LMS)	$30,000	3 years license	$90,000
Internet and Telecommunications	$40,000	3 years	$120,000
Subtotal Technology			**$305,000**

Food and Catering:

Item	Per Participant/Day	Number	Days	Total
Meals During Training	$15	300	180 days	$810,000
Refreshments and Events	$50,000/cohort	2 cohorts		$100,000
Subtotal Food				**$910,000**

Operational Costs:

Item	Annual	Duration	Total
Utilities (electricity, water, etc.)	$30,000	3 years	$90,000
Security Services	$50,000	3 years	$150,000
Insurance (facility, participants)	$40,000	3 years	$120,000
Maintenance and Repairs	$25,000	3 years	$75,000
Communications and Marketing	$60,000	3 years	$180,000
Subtotal Operations			**$615,000**

Internship Costs:

Item	Cost	Number	Total
Internship Coordination and Placement	$500/participant	300	$150,000
Supervisor Training and Support	$200/supervisor	300	$60,000
Monitoring Visits	$1,000/visit	100 visits	$100,000
Subtotal Internship			**$310,000**

Total Training Facilities and Operations: $2,945,000

Adjusted to meet 18% target: $4,464,000

7.2.4 Deployment Support (13% - $3.2 million)

Deployment Infrastructure:

Item	Cost	Number	Total
Office Setup for Graduates	$2,000	250	$500,000
Equipment (computers, phones, etc.)	$1,500	250	$375,000
Subtotal Infrastructure			**$875,000**

Mentorship Program:

(Covered under Personnel - $2,475,000)

Professional Development:

Item	Annual Cost	Duration	Total
Short Courses and Workshops	$150,000	3 years	$450,000
Conferences and Study Tours	$100,000	3 years	$300,000

Item	Annual Cost	Duration	Total
Master's Degree Scholarships	$40,000	15 students	$600,000
Certificate Programs	$50,000	3 years	$150,000
Subtotal Professional Development			**$1,500,000**

Psychosocial Support:

Item	Annual Cost	Duration	Total
Counseling Services	$60,000	3 years	$180,000
Wellness Programs	$30,000	3 years	$90,000
Family Support Services	$40,000	3 years	$120,000
Subtotal Psychosocial			**$390,000**

Alumni Network:

Item	Annual Cost	Duration	Total
Alumni Events and Meetings	$50,000	3 years	$150,000
Communications Platform	$20,000	3 years	$60,000
Alumni Association Support	$30,000	3 years	$90,000
Subtotal Alumni			**$300,000**

Total Deployment Support: $3,065,000

Adjusted to meet 13% target: $3,224,000

7.2.5 Monitoring, Evaluation, and Learning (7% - $1.8 million)

M&E Personnel: (Covered under Personnel - 1 M&E Specialist)

Data Collection and Analysis:

Item	Annual Cost	Duration	Total
Baseline and Endline Surveys	$100,000	Once each	$200,000
Quarterly Monitoring	$50,000	3 years	$150,000
Performance Evaluations	$40,000	3 years	$120,000
Impact Studies	$80,000	2 studies	$160,000
Subtotal Data Collection			**$630,000**

External Evaluations:

Item	Cost	Frequency	Total
Mid-Term Evaluation	$80,000	Once (Year 2)	$80,000
Final Evaluation	$100,000	Once (Year 3)	$100,000
Annual Audits	$30,000	3 years	$90,000
Subtotal External Evaluations			**$270,000**

Learning and Knowledge Management:

Item	Annual Cost	Duration	Total
Documentation and Case Studies	$50,000	3 years	$150,000
Publications and Dissemination	$40,000	3 years	$120,000
Learning Events and Workshops	$30,000	3 years	$90,000
Database and Knowledge Platform	$60,000	One-time setup + maintenance	$60,000
Subtotal Learning			**$420,000**

Total M&E: $1,320,000

Adjusted to meet 7% target: $1,736,000

7.2.6 Institutional Development (5% - $1.2 million)

Governance and Management:

Item	Cost	Duration	Total
Governing Board (travel, meetings)	$40,000	3 years	$120,000
Technical Advisory Committee	$25,000	3 years	$75,000
Civil Society Oversight Panel	$20,000	3 years	$60,000
Subtotal Governance			**$255,000**

Partnership Development:

Item	Annual Cost	Duration	Total
Government Engagement and MoU	$50,000	3 years	$150,000
Donor Coordination	$30,000	3 years	$90,000
Academic Partnerships	$40,000	3 years	$120,000
Civil Society Partnerships	$35,000	3 years	$105,000
Subtotal Partnerships			**$465,000**

Institutionalization (Transition to NGI):

Item	Cost	Timing	Total
Legal Framework and Registration	$50,000	Year 3	$50,000
Strategic Planning	$40,000	Year 3	$40,000
Systems Development	$80,000	Year 3	$80,000
Transition Management	$60,000	Year 3	$60,000
Endowment Seed Funding	$200,000	Year 3	$200,000

Item	Cost	Timing	Total
Subtotal Institutionalization			**$430,000**

Total Institutional Development: $1,150,000

Adjusted to meet 5% target: $1,240,000

7.2.7 Contingency and Security (15% - $3.7 million)

Contingency Fund (10%):

- Unexpected costs, currency fluctuations, inflation
- Additional participants if attrition lower than expected
- Program extensions or modifications
- **Amount: $2,480,000**

Security Costs (5%):

- Security assessments and planning
- Protective measures for participants and staff
- Crisis response and evacuation if needed
- Insurance for high-risk contexts
- **Amount: $1,240,000**

Total Contingency and Security: $3,720,000

7.3 Funding Sources and Strategy

7.3.1 Donor Commitments (Target: $22 million - 89%)

Secured/High Probability:

- Germany: $8 million (32%)
- EU: $6 million (24%)
- UK: $4 million (16%)
- Sweden: $4 million (16%)
- **Subtotal: $22 million (89%)**

Moderate Probability:

- USA (USAID): $3 million (12%)
- Norway: $2 million (8%)
- **Subtotal: $5 million (20%)**

Lower Probability but Pursued:

- World Bank: $5 million (20%)
- African Development Bank: $3 million (12%)
- UN Peacebuilding Fund: $2 million (8%)
- **Subtotal: $10 million (40%)**

Foundations:

- Open Society Foundations: $1 million (4%)
- Mo Ibrahim Foundation: $1 million (4%)
- **Subtotal: $2 million (8%)**

7.3.2 Sudanese Contributions (Target: $1 million - 4%)

Diaspora Fundraising:**

- Individual donations from Sudanese globally
- Diaspora business contributions
- Crowdfunding campaigns
- **Target: $500,000**

Local Sudanese:

- In-kind contributions (facilities, expertise)
- Local business donations
- Alumni contributions (future)
- **Target: $500,000**

7.3.3 Cost-Sharing and In-Kind (Target: $1.8 million - 7%)

Government of Sudan:

- Salaries for deployed graduates (phased in)
- Office space and facilities
- **Estimated Value: $800,000**

Host Countries (Rwanda, Kenya, etc.):

- Reduced facility rental rates
- Waived visa/work permit fees
- Guest faculty (government officials)
- **Estimated Value: $500,000**

Universities:

- Faculty time (adjunct teaching)
- Facility access
- Library resources
- **Estimated Value: $300,000**

Private Sector:

- Internship host organizations (supervision, work space)
- Pro bono services (legal, audit, consulting)
- **Estimated Value: $200,000**

7.3.4 Fundraising Timeline

Month 1-3:

- Finalize budget and funding proposal
- Approach lead donors (Germany, EU, UK, Sweden)
- Secure initial commitments ($15-18 million)

Month 4-6:

- Approach additional bilateral donors (US, Norway)
- Submit proposals to multilaterals (World Bank, AfDB, UN)
- Launch diaspora fundraising campaign

Month 7-12:

- Secure remaining funding to reach $24.8 million target
- Establish funding agreements and disbursement schedules
- Set up pooled funding mechanism

Ongoing:

- Quarterly donor reporting
- Annual donor coordination meetings
- Continued fundraising for sustainability (Year 3+)

7.4 Financial Management and Oversight

7.4.1 Financial Management Systems

Banking:

- Dedicated YGA bank account in stable currency jurisdiction
- Segregated accounts for different donor funds (if required)
- Multi-signature requirements for large disbursements

Accounting:

- Professional accounting software (QuickBooks, Sage, etc.)
- Double-entry bookkeeping

- Monthly financial statements (income, expenses, balance sheet, cash flow)
- Budget vs. actual tracking

Procurement:

- Competitive procurement for purchases over $5,000
- Documented justification for sole-source procurement
- Conflict of interest declarations by procurement committee members
- Public disclosure of major contracts

Internal Controls:

- Separation of duties (authorization, custody, recording)
- Regular bank reconciliations
- Physical inventory counts
- Surprise cash counts

7.4.2 Budgeting and Financial Planning

Annual Budget Cycle:

- **Month 10-11 (Prior Year):** Draft next year budget based on workplan
- **Month 11:** Governing Board reviews and approves budget
- **Month 12:** Budget shared with donors
- **Month 1:** Budget in effect

Budget Revisions:

- Quarterly review of budget vs. actual
- Virements (transfers between budget lines) up to 10% approved by Director
- Larger budget revisions require Governing Board approval
- Material changes communicated to donors

Cash Flow Management:

- Monthly cash flow projections
- Coordination with donors on disbursement timing
- Maintain reserve of 2-3 months operating costs
- Invest excess cash in low-risk instruments (treasury bills, money market funds)

7.4.3 Audit and Accountability

External Audit:

- Annual financial audit by reputable international firm
- Audit covers all donor funds and YGA operations

- Audit report submitted to Governing Board and all donors
- Management response to audit findings with corrective action plans

Internal Audit:

- Semi-annual internal audit by YGA Finance Manager or consultant
- Spot checks on procurement, expenditures, compliance
- Findings reported to Director and Governing Board

Fraud Prevention:

- Fraud risk assessment identifying vulnerabilities
- Hotline for anonymous reporting of suspected fraud
- Investigation protocols for allegations
- Zero tolerance policy with termination and legal action for proven fraud

Transparency:

- Annual report published online with financial statements
- Budget and major expenditures disclosed on YGA website
- Donor acknowledgment and recognition
- Open to civil society scrutiny

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8. MONITORING, EVALUATION, AND LEARNING

8.1 MEL Framework

8.1.1 Purpose and Objectives

Purpose:

- Track progress toward YGA objectives
- Demonstrate impact and value for money
- Generate evidence for adaptation and improvement
- Ensure accountability to participants, donors, Sudanese people
- Document lessons for replication and scaling

Objectives:

1. Monitor implementation fidelity (Are we doing what we said we would?)
2. Evaluate participant learning and competency development
3. Assess graduate performance in deployment roles
4. Measure impact on governance quality and service delivery
5. Document lessons learned and best practices
6. Generate evidence for scaling and institutionalization

8.1.2 Theory of Change

If we identify and recruit exceptional young Sudanese leaders representing the country's diversity,

And provide them with intensive training in democratic governance, public administration, financial management, security sector oversight, transitional justice, constitutional design, gender mainstreaming, and economic recovery,

And deploy them in substantive transitional governance roles with mentorship and support,

Then they will demonstrate competence and effectiveness in their positions,

Leading to improved governance quality, enhanced service delivery, and stronger accountability,

Contributing to Sudan's transition from military rule to sustainable democratic civilian governance,

Because youth bring energy, integrity, fresh perspectives, and long-term commitment that entrenched elites lack, and with proper training and support, can effectively lead governance institutions.

Assumptions:

1. Sudanese government accepts and supports youth in governance roles
2. Security situation permits program implementation and graduate deployment
3. Sufficient funding secured and sustained over 3+ years
4. Quality faculty and mentors can be recruited
5. Graduates remain committed to public service despite challenges
6. Democratic transition proceeds (not reversed by another coup or conflict escalation)

8.1.3 MEL System Components

Component 1: Input Monitoring

- Budget tracking and expenditure monitoring
- Participant recruitment and demographics
- Faculty quality and satisfaction
- Facility and resource adequacy

Component 2: Process Monitoring

- Curriculum delivery and quality
- Participant attendance and engagement
- Assessment and grading
- Internship placements and supervision

- Deployment process and support

Component 3: Output Evaluation

- Participant learning outcomes and competency gains
- Graduation rates and certification
- Deployment rates and positions obtained
- Retention of graduates in governance roles

Component 4: Outcome Evaluation

- Graduate performance in their roles
- Governance quality improvements in graduate-managed institutions
- Service delivery improvements
- Stakeholder satisfaction (supervisors, colleagues, citizens)

Component 5: Impact Assessment

- Contribution to Sudan's democratic transition
- Systemic governance improvements
- Youth inclusion in political leadership
- Long-term career trajectories of alumni

Component 6: Learning and Adaptation

- Documentation of implementation challenges and solutions
- Best practices and innovations
- Lessons for future cohorts and replication

8.2 Key Performance Indicators

8.2.1 Input Indicators

Financial:

- Total funding secured vs. target ($24.8M)
- Funding disbursed on schedule (% of planned)
- Cost per participant vs. budget
- Donor satisfaction ratings

Human Resources:

- Number and quality of faculty recruited (% with required qualifications)
- Participant applications received vs. target
- Diversity of applicant pool (% women, % from marginalized regions)

Infrastructure:

- Training facilities secured and operational (Yes/No)
- Learning materials and technology procured (% of requirements met)
- Internship placements identified (# and quality)

8.2.2 Process Indicators

Recruitment and Selection:

- % of participant slots filled (target: 95%+)
- Gender balance (target: 40%+ women)
- Regional diversity (all 18 states represented)
- Ethnic diversity (marginalized groups 40%+)
- Selection process transparency score (civil society oversight panel rating)

Training Delivery:

- % of curriculum modules completed as planned
- Faculty attendance and preparation (% of sessions fully prepared)
- Participant attendance (target: 90%+ attendance rate)
- Participant satisfaction with instruction (target: 4.0/5.0 average rating)
- Assessment completion rate (target: 100%)

Internship:

- % of participants completing internship (target: 95%+)
- Quality of internship placements (supervisor rating: 4.0/5.0+)
- Internship learning objectives achieved (participant self-assessment)

Deployment:

- % of graduates deployed within 6 months (target: 80%+)
- Seniority of positions obtained (deputy minister, director level: 60%+)
- Geographic distribution matching plan (all priority states covered)
- Gender equity in deployment (40%+ women)

8.2.3 Output Indicators

Participant Learning:

- Average pre-test to post-test score improvement (target: 100%+ gain)
- % of participants achieving 70%+ proficiency across all modules (target: 85%+)
- Graduation rate (target: 90%+)
- Certification rate (target: 85%+)

Competency Development:

- % of participants demonstrating competency in each domain (assessed through exams, assignments, simulations)
    - Democratic governance: 85%+
    - Public administration: 85%+
    - Financial management: 80%+
    - Security sector oversight: 80%+
    - Transitional justice: 85%+
    - Constitutional design: 80%+
    - Gender mainstreaming: 85%+
    - Economic recovery: 80%+

Deployment Outcomes:

- Number of graduates in governance positions (target: 200+)
- Number of women graduates in leadership positions (target: 80+)
- Number of states with YGA graduates (target: 18)
- Retention rate at 12 months (target: 85%+)

8.2.4 Outcome Indicators

Graduate Performance:

- Supervisor performance ratings (target: average 4.0/5.0)
- 360-degree feedback scores (supervisor, peers, subordinates, stakeholders)
- Achievement of annual objectives (% of graduates meeting targets)
- Promotion/advancement rate (% receiving promotions within 2 years)

Governance Quality: Measured in institutions managed by YGA graduates vs. comparators:

Transparency:

- Budget publication rate (target: 100% vs. <30% baseline)
- Procurement disclosure (% of contracts publicly disclosed)
- Public access to information (response rate to citizen requests)

Accountability:

- Citizen complaint response rate (target: 80%+ vs. <20% baseline)
- Corruption perception index (citizen surveys)
- Audit findings (# and severity of financial irregularities)

Participation:

- Citizen consultation events held (# and attendance)
- Community satisfaction with government responsiveness (survey)
- Grievance mechanism utilization and resolution rates

Service Delivery: Measured in areas administered by YGA graduates:

Health:

- Immunization coverage rates
- Maternal mortality ratio
- Health facility functionality (% operational)
- Average wait time for services

Education:

- School enrollment rates (especially girls)
- Teacher-student ratios
- Learning outcomes (standardized test scores)
- School infrastructure quality

Water and Sanitation:

- % population with access to safe water
- % population with access to improved sanitation
- Water quality test results

Infrastructure:

- % of planned projects completed on time and budget
- Road condition indices
- Electricity access and reliability

Financial Management:

- Budget execution rate (target: 85%+)
- Variance between planned and actual spending (target: <10%)
- Procurement efficiency (time from tender to contract)
- Value for money scores (cost per output vs. benchmarks)

8.2.5 Impact Indicators

Democratic Transition:

- Constitutional completion and adoption (Yes/No, quality assessment)
- Electoral framework development and implementation
- Free and fair elections conducted (observer assessments)
- Peaceful transfer of power (Yes/No)

Youth Inclusion:

- % of government positions held by under-40s (target: increase from <5% to 30%+)
- % of elected officials under 40 (target: 25%+)
- Youth representation in parliament and cabinet

Gender Equality:

- % women in government leadership (target: 40%+)
- Gender pay gap in civil service
- Gender-responsive budgeting adoption rate

Governance Indices:

- Ibrahim Index of African Governance score for Sudan (target: 20+ percentile point improvement)
- World Bank Governance Indicators (Voice & Accountability, Government Effectiveness, Rule of Law, Control of Corruption)
- Transparency International Corruption Perceptions Index

Economic and Social Outcomes:

- Human Development Index trends
- Poverty rates in graduate-administered areas
- Service delivery satisfaction surveys
- Social cohesion indices

Alumni Trajectories:

- % of graduates remaining in public service at 3, 5, 10 years
- % of graduates in elected office
- % of graduates in senior civil service positions
- Alumni contributions to governance discourse and policy

8.3 Data Collection and Analysis

8.3.1 Data Sources

Primary Data Collection:

1. Baseline and Endline Surveys:

- **Participant Baseline (Pre-Training):**
  - Demographics and background
  - Knowledge assessment (pre-test on curriculum content)
  - Skills self-assessment
  - Attitudes toward governance, diversity, accountability
  - Career aspirations
- **Participant Endline (Post-Training):**
  - Knowledge assessment (post-test, same instrument as baseline)
  - Skills self-assessment
  - Attitude changes
  - Program satisfaction and feedback

2. Performance Assessments:

- Module exams and assignments (scored)
- Capstone project evaluations
- Internship supervisor evaluations (standardized form)
- Deployment supervisor evaluations (probationary, 6-month, annual)
- 360-degree feedback surveys

3. Stakeholder Surveys:

- **Faculty and Instructor Surveys:** Teaching experience, curriculum feedback, participant engagement
- **Mentor Surveys:** Graduate performance, challenges faced, support needed
- **Supervisor Surveys:** Graduate effectiveness, contribution to organization
- **Peer Surveys:** Colleague assessments of graduates
- **Citizen Surveys:** Satisfaction with services in graduate-administered areas

4. Qualitative Data:

- **Focus Group Discussions:**
    o Participants (mid-program and post-program)
    o Graduates (deployment experience)
    o Supervisors and colleagues
    o Civil society stakeholders
    o Citizens in graduate-administered areas
- **Key Informant Interviews:**
    o Government officials
    o Donor representatives
    o Academic partners
    o Civil society leaders
    o Alumni
- **Case Studies:**
    o 15-20 in-depth case studies of high-performing graduates
    o Institutional case studies (YGA graduate-led organizations)
    o Challenges and problem-solving case studies

5. Participant Reflections:

- Weekly journals during training
- Internship reflection papers
- Deployment experience narratives
- Career trajectory documentation

Secondary Data:

Administrative Data:

- YGA records (attendance, grades, deployment positions)
- Government data (budgets, expenditures, service delivery statistics)

- Governance indices (Ibrahim Index, World Bank, Transparency International)

Documents:

- Curriculum materials and assignments
- Policy documents produced by graduates
- Media coverage of YGA and alumni
- Government reports and audits

Existing Surveys:

- Afrobarometer (citizen attitudes toward governance)
- Household surveys (poverty, service access)
- Service delivery assessments

8.3.2 Data Collection Methods

Quantitative:

- Online surveys (SurveyMonkey, Google Forms, Qualtrics)
- Paper questionnaires (where internet limited)
- Mobile data collection (tablets with ODK, KoBoToolbox)
- Administrative data extraction

Qualitative:

- Semi-structured interviews (recorded and transcribed)
- Focus groups (6-10 participants, recorded and transcribed)
- Participant observation (during training, field visits)
- Document analysis

Mixed Methods:

- Pre-post design with control/comparison groups where possible
- Longitudinal tracking of cohorts over time
- Triangulation across multiple data sources

8.3.3 Analysis Approaches

Quantitative Analysis:

- Descriptive statistics (means, frequencies, percentages)
- Pre-post comparisons (t-tests, paired samples)
- Difference-in-differences (graduate-led vs. non-graduate-led institutions)

- Regression analysis (controlling for confounding factors)
- Cost-effectiveness analysis (cost per outcome achieved)

Qualitative Analysis:

- Thematic analysis of interview and focus group transcripts
- Narrative analysis of case studies and reflections
- Document content analysis
- Pattern identification and theory development

Participatory Analysis:

- Sense-making workshops with participants/graduates
- Stakeholder interpretation of findings
- Co-creation of recommendations

8.3.4 Data Quality Assurance

Validity:

- Pilot test all instruments before full deployment
- Use validated scales where available (governance, attitudes)
- Triangulate findings across multiple sources
- Member checking (sharing findings with participants for validation)

Reliability:

- Train data collectors on standardized procedures
- Use structured instruments reducing subjectivity
- Inter-rater reliability checks for qualitative coding
- Regular supervision and spot-checks

Ethics:

- Informed consent from all research participants
- Confidentiality and anonymity protections
- Secure data storage (password-protected, encrypted)
- IRB/ethics committee review of research protocols
- Special protections for sensitive topics (atrocities, trauma)

8.3.5 Data Management

Systems:

- Secure database for quantitative data (password-protected)
- Cloud storage for qualitative data (encrypted)
- Regular backups (multiple locations)
- Version control for datasets

Access:

- Restricted access on need-to-know basis
- Data sharing agreements for external researchers
- De-identified datasets for public release (where appropriate)

Documentation:

- Codebooks documenting all variables
- Methodology documentation for replication
- Data collection protocols and instruments archived

8.4 Adaptive Management

8.4.1 Learning Loops

Real-Time Learning (Weekly/Monthly):

- Weekly faculty meetings reviewing participant progress and challenges
- Monthly YGA staff meetings reviewing implementation data
- Immediate adjustments to curriculum, teaching methods, support based on feedback

Quarterly Reviews:

- Comprehensive review of all MEL data
- Identification of what's working well and what needs improvement
- Development of action plans for next quarter
- Sharing of insights with Governing Board and donors

Annual Reflection:

- Deep dive analysis of year's data and outcomes
- Major program adjustments for next year
- Strategic planning updates
- External stakeholder consultation on findings and adaptations

End-of-Cohort Learning:

- Comprehensive evaluation of entire cohort experience
- Lessons learned documentation
- Revisions to curriculum, selection, deployment for next cohort
- Scaling decisions based on evidence

8.4.2 Adaptation Examples

Curriculum Adjustments:

- If participants struggle with certain modules → Additional instructional time, different teaching methods, prerequisite materials
- If content not sufficiently Sudan-specific → More local case studies, Sudanese guest speakers, field visits in Sudan
- If emerging needs identified → New curriculum modules or topics added

Selection Process:

- If certain demographics underrepresented → Enhanced outreach, adjusted selection criteria
- If vetting misses problematic candidates → Strengthened background checks, additional interview questions
- If high attrition → Review selection criteria for commitment indicators

Deployment Support:

- If graduates struggling in certain roles → Additional mentorship, training, or reassignment
- If particular sectors showing strong impact → Increase allocation of graduates to those sectors
- If security concerns emerging → Enhanced protection measures, relocation if necessary

Partnership Management:

- If government resistance → High-level advocacy, demonstration of value, flexibility on roles
- If internship placements inadequate → Expand host institutions, improve placement process
- If donor concerns → Enhanced reporting, site visits, results communication

8.4.3 Scaling Decisions

Criteria for Scaling:

- Strong evidence of positive outcomes (KPIs met or exceeded)
- Demand for more graduates (government, civil society requesting expansion)
- Funding secured for larger cohorts
- Implementation systems proven and sustainable
- Learning documented and incorporated

Scaling Options:

- Larger cohorts (300 → 500 participants)
- Additional cohorts per year (2 cohorts annually instead of 1)
- Geographic expansion (training sites in multiple countries)
- Sectoral specialization (health governance academy, education administration academy)

- Regional replication (support neighboring countries establishing similar programs)

8.4.4 Exit Strategy and Sustainability

Phased Transition to National Governance Institute:

Year 3:

- Document YGA model, lessons, best practices
- Develop NGI strategic plan and institutional framework
- Secure government legislation establishing NGI
- Transition YGA staff to NGI positions
- Establish sustainable funding mechanisms

Year 4-5:

- NGI operational as Sudanese institution
- Continued training of governance professionals
- Expansion to in-service training for serving officials
- Research and policy advisory functions
- Regional hub for governance training

Sustainability Indicators:

- Government budget allocation for NGI
- Sudanese leadership of NGI (Director, Board Chair)
- Alumni engagement and contributions
- Demand from multiple stakeholders (government, civil society, private sector)
- Academic accreditation and partnerships

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9. RISK ASSESSMENT AND MITIGATION

9.1 Security Risks

9.1.1 Conflict Escalation

Risk: Sudan's war intensifies or spreads, making program implementation impossible and endangering participants/staff.

Likelihood: Medium-High
Impact: Catastrophic

Mitigation Strategies:

- **Training Location:** Host training outside Sudan (Rwanda/Kenya) reducing exposure to conflict
- **Flexible Deployment:** Deploy graduates only to secure areas; postpone deployment to contested areas until stabilized
- **Security Monitoring:** Real-time security assessments and early warning systems
- **Evacuation Plans:** Pre-positioned evacuation protocols for participants and staff in Sudan
- **Insurance:** Comprehensive security insurance covering participants and staff
- **Communication Systems:** Multiple communication channels (satellite phones, encrypted apps) if telecom disrupted

Contingency:

- If conflict makes Sudan deployment impossible, place graduates in diaspora organizations, international NGOs, or neighboring country governments working on Sudan issues
- Pause program if security deteriorates catastrophically; resume when conditions improve

9.1.2 Targeting of Participants

Risk: YGA participants or graduates targeted by spoilers (military factions, militias, extremists) opposed to democratic governance.

Likelihood: Medium
Impact: Severe

Mitigation:

- **Confidentiality:** Limit public disclosure of participant names and locations during training
- **Security Protocols:** Personal security training for all participants; secure housing and transportation
- **Threat Assessment:** Regular security assessments for deployed graduates; immediate response to threats
- **International Visibility:** High-profile international support making attacks costly politically
- **Rapid Response:** If graduate threatened or attacked, immediate relocation and support; international advocacy and pressure
- **Vetting:** Exclude security force members reducing risk of infiltration

Contingency:

- Emergency relocation fund for threatened participants
- Psychosocial support for participants experiencing violence or threats
- Legal support and advocacy for unjustly detained participants

9.1.3 Terrorism and Extremism

Risk: Terrorist groups or violent extremists conduct attacks on YGA facilities or participants.

Likelihood: Low-Medium
Impact: Severe

Mitigation:

- **Location Choice:** Training in stable countries (Rwanda, Kenya) with low terrorism risk
- **Facility Security:** Controlled access to training facilities; security screening
- **Intelligence Liaison:** Coordination with host country security services
- **Awareness Training:** Participants trained in security awareness and emergency response

9.2 Political Risks

9.2.1 Government Resistance

Risk: Sudanese transitional government refuses to cooperate with YGA or blocks deployment of graduates.

Likelihood: Medium
Impact: Severe

Mitigation:

- **Early Engagement:** Secure government buy-in and MoU before program launch
- **High-Level Champions:** Identify Ministers/officials who champion YGA within government
- **Demonstrated Value:** Pilot cohort demonstrates graduate competence, easing resistance
- **International Leverage:** Donors condition reconstruction support on YGA implementation
- **Flexibility:** Adapt deployment positions based on government input while maintaining principles
- **Civil Society Pressure:** Grassroots organizations advocate for youth inclusion in governance

Contingency:

- If government blocks deployment in specific sectors/regions, concentrate graduates where access permitted
- If government entirely non-cooperative, deploy graduates in oversight bodies, civil society, international organizations

9.2.2 Military Coup or Democratic Reversal

Risk: Sudan experiences another military coup, derailing democratic transition and potentially targeting YGA graduates.

Likelihood: Medium
Impact: Catastrophic

Mitigation:

- **Political Analysis:** Continuous monitoring of coup risk and political dynamics
- **Diversified Deployment:** Graduates in multiple institutions reducing vulnerability to any single political change
- **International Networks:** Alumni connected to international community enabling evacuation/support if needed
- **Documentation:** Evidence of YGA impact builds constituency for democratic governance
- **Civil Society Anchoring:** YGA deeply rooted in civil society (not just government) providing resilience

Contingency:

- If coup occurs, pause deployment and provide safety support to at-risk graduates
- Alumni network continues in diaspora/underground maintaining democratic capacity
- Resume program when democratic opening emerges (as after 2019 Bashir ouster)

9.2.3 Ethnic/Regional Fragmentation

Risk: Sudan fragments along ethnic/regional lines with state collapse or secession movements, making national governance program infeasible.

Likelihood: Medium
Impact: Severe

Mitigation:

- **Diversity Priority:** Program intentionally builds cross-ethnic/regional solidarity among participants
- **Federal Approach:** If federalism/autonomy emerges, YGA graduates support both national and regional governance
- **Conflict Sensitivity:** Curriculum and deployment sensitive to ethnic tensions; graduates trained in conflict-sensitive governance
- **Inclusive Representation:** All regions represented in YGA preventing perception of favoritism

Contingency:

- If fragmentation occurs, YGA supports governance capacity-building in multiple entities (regions, states)
- Alumni network maintains connections across divides as foundation for future re-integration

9.3 Institutional Risks

9.3.1 Recruitment Failure

Risk: Insufficient qualified applicants or inability to achieve diversity targets in recruitment.

Likelihood: Low-Medium
Impact: Moderate

Mitigation:

- **Extensive Outreach:** Proactive recruitment through civil society networks, especially in marginalized regions
- **Attractive Value Proposition:** YGA offers training, certification, employment pathway—strong incentives
- **Flexible Timeline:** Extend recruitment period if needed to reach targets
- **Lower Barriers:** Flexible on formal education requirements; value practical experience
- **Targeted Recruitment:** Specific outreach to women, marginalized ethnic groups, remote regions

Contingency:

- If targets not met in one region/demographic, over-recruit from responsive groups while continuing outreach
- Launch with smaller cohort (200 instead of 300) if quality candidates insufficient

9.3.2 High Attrition

Risk: Significant participant dropout during training, internship, or deployment phases.

Likelihood: Medium
Impact: Moderate

Mitigation:

- **Careful Selection:** Vetting for commitment and ability to complete program
- **Support Systems:** Financial stipends, family support, psychosocial services reducing dropout drivers
- **Engaging Curriculum:** High-quality, relevant training maintaining participant motivation
- **Peer Support:** Strong cohort bonds and peer networks encouraging persistence
- **Flexible Accommodations:** Accommodations for personal circumstances (illness, family emergencies) when possible

Contingency:

- Recruit 300 expecting 20% attrition to achieve 240+ graduates
- Waitlist of qualified alternates who can join if early dropout

- Document attrition reasons and address systematically

9.3.3 Faculty Quality Issues

Risk: Unable to recruit sufficient high-quality faculty, or faculty performance inadequate.

Likelihood: Low-Medium
Impact: Moderate-Severe

Mitigation:

- **Competitive Compensation:** Attractive salaries and benefits for faculty
- **Diaspora Outreach:** Tap into highly qualified Sudanese diaspora academics and practitioners
- **Partnership Leverage:** Draw on faculty from partner universities and institutions
- **Quality Assurance:** Rigorous faculty selection process; sample teaching required
- **Support and Development:** Faculty training, peer mentoring, teaching resources

Contingency:

- Replace underperforming faculty promptly
- Supplement with virtual instruction from international experts if in-person faculty limited
- Adjust curriculum if certain specializations unavailable

9.3.4 Mentorship Gaps

Risk: Insufficient quality mentors for deployed graduates, reducing effectiveness of support.

Likelihood: Medium
Impact: Moderate

Mitigation:

- **Early Recruitment:** Begin identifying mentors during training phase
- **Diverse Mentor Pool:** Diaspora professionals, retired officials, international experts, current serving officials
- **Training and Support:** Mentor orientation and ongoing guidance on their role
- **Reasonable Expectations:** Modest time commitment (2 hours/week) and compensation

Contingency:

- Group mentorship (one mentor supporting 2-3 graduates) if individual mentors insufficient
- Peer mentorship (Cohort 1 graduates mentor Cohort 2)
- Virtual mentorship if in-person unavailable

9.4 Financial Risks

9.4.1 Funding Shortfalls

Risk: Unable to secure full $24.8M budget, requiring program cuts or delays.

Likelihood: Medium
Impact: Moderate-Severe

Mitigation:

- **Diversified Donors:** Multiple funding sources reducing dependence on any single donor
- **Phased Funding:** Secure Year 1 funding before launch; continue fundraising for Years 2-3
- **Cost Controls:** Rigorous budget management and efficiency measures
- **In-Kind Contributions:** Leverage partner contributions (facilities, faculty time) reducing cash needs

Contingency:

- **Priority Sequencing:** If funding short, prioritize: (1) Core training, (2) Deployment support, (3) Enhancements
- **Smaller Cohort:** Reduce from 300 to 200 participants if necessary
- **Phased Deployment:** Delay deployment support if training funding secure but post-training funding uncertain

9.4.2 Currency Fluctuations and Inflation

Risk: Exchange rate changes or inflation increase costs above budgeted amounts.

Likelihood: Medium
Impact: Moderate

Mitigation:

- **Hard Currency:** Budget and hold funds in stable currency (USD, EUR)
- **Contingency Reserve:** 15% contingency partially covers inflation/exchange risks
- **Fixed Contracts:** Lock in facility rental, major contracts in advance
- **Regular Review:** Quarterly budget reviews allowing adjustments

9.4.3 Financial Mismanagement or Corruption

Risk: Fraud, embezzlement, or misuse of YGA funds damaging program and donor confidence.

Likelihood: Low
Impact: Severe

Mitigation:

- **Strong Internal Controls:** Separation of duties, approvals, reconciliations (see Section 7.4)
- **External Audits:** Annual independent audits with public disclosure
- **Transparency:** Budget and expenditure transparency; stakeholder oversight
- **Fraud Hotline:** Anonymous reporting mechanism
- **Zero Tolerance:** Swift action on any suspected fraud; termination and legal consequences

Contingency:

- If fraud occurs, immediate investigation and recovery efforts
- Transparent communication with donors and stakeholders
- Strengthened controls to prevent recurrence

9.5 Mitigation Strategies Summary

9.5.1 Cross-Cutting Risk Mitigation

Scenario Planning:

- Develop contingency plans for major risks (conflict escalation, coup, funding collapse)
- Regular scenario planning exercises with YGA leadership and Governing Board
- Pre-positioned responses allowing rapid adaptation

Stakeholder Engagement:

- Maintain strong relationships with government, civil society, donors, alumni
- Regular communication and consultation building support and resilience
- Broad coalition of supporters making program harder to undermine

Documentation and Learning:

- Document all challenges and how addressed
- Build organizational knowledge and adaptive capacity
- Share lessons with partners and stakeholders

Flexibility and Resilience:

- Design program with flexibility to adapt to changing circumstances
- Diversify across multiple dimensions (funding sources, training locations, deployment sectors)
- Build redundancy in critical functions

9.5.2 Risk Monitoring

Risk Register:

- Maintain living document tracking all identified risks
- Regular updates on likelihood, impact, mitigation status
- Quarterly review by YGA leadership and Governing Board

Early Warning Indicators:

- Political instability indices for Sudan
- Security incident tracking
- Financial dashboards (funding pipeline, burn rate)
- Participant/faculty/mentor satisfaction scores
- Stakeholder feedback

Rapid Response Protocols:

- Clear decision-making authority for crisis response
- Communication trees for emergencies
- Pre-authorized actions (evacuations, program pauses, fund transfers)

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10. SUSTAINABILITY AND LONG-TERM VISION

10.1 Institutionalization Strategy

10.1.1 Transition to National Governance Institute

Timeline:

Year 1-2 (YGA Operation):

- YGA operates as project/program with donor funding
- Building track record and demonstrating impact
- Engaging government on institutionalization

Year 3 (Transition Planning):

- Sudanese Parliament drafts and passes National Governance Institute Act
- NGI established as autonomous statutory body
- YGA transitions operations, staff, systems to NGI
- Government budget allocation begins (even if modest initially)

Year 4+ (NGI Operational):

- NGI fully operational as Sudanese institution
- Continued governance training and capacity building
- Sustainable funding mix (government + cost-recovery + donors transitioning out)

Legal Framework:

NGI Enabling Legislation:

- **Mandate:** Train current and future public servants; conduct governance research; provide policy advice
- **Governance:** Board of Governors (government, civil society, academia, private sector, alumni)
- **Autonomy:** Academic freedom and programmatic independence while accountable to Parliament
- **Funding:** Government budget allocation + authority to generate own revenue
- **Accreditation:** Programs accredited by Higher Education Council

Institutional Home:

- NGI as autonomous entity (not within a ministry to ensure independence)
- Reports to Parliament through relevant committee (e.g., Public Service Committee)
- Governed by professional Board, not political appointees

10.1.2 Sustainable Funding Model

Diversified Revenue Streams:

1. Government Budget Allocation (Target: 50% of budget by Year 5):

- Annual appropriation from national budget
- Benchmark: Minimum 0.1% of national budget for governance capacity building
- Protected funding resistant to annual budget fluctuations

2. Cost-Recovery (Target: 30% of budget):

- **Tuition Fees:** Modest fees for some programs (e.g., in-service training for mid-career officials)
- **Customized Training:** Contracts with government agencies, private sector for tailored training
- **Consulting Services:** NGI faculty provide technical assistance to government on governance reforms
- **Executive Education:** Premium programs for senior officials and private sector leaders

3. Development Partner Support (Target: 15% of budget, declining):

- Continued donor support during transition (Years 3-7)
- Gradually declining as government and cost-recovery increase
- Focused on innovation, research, regional programs

4. Endowment and Philanthropy (Target: 5% of budget):

- Build endowment fund through alumni donations, philanthropic contributions

- Investment returns provide sustainable funding stream
- Major fundraising campaign in Year 5-7

Financial Sustainability Milestones:

Year	Gov't	Cost-Recovery	Donors	Endowment	Total Budget
3	20%	10%	65%	5%	$8M
4	30%	20%	45%	5%	$9M
5	40%	25%	30%	5%	$10M
7	50%	30%	15%	5%	$12M
10	60%	25%	10%	5%	$15M

10.1.3 Institutional Capacity

Leadership:

- **Director General:** Competitively recruited for 5-year renewable term; governance expert with management experience
- **Academic Dean:** Senior academic overseeing curriculum and faculty
- **Operations Director:** Managing facilities, logistics, administration
- **Finance Director:** Budget, accounting, resource mobilization

Faculty:

- 20-25 core faculty (mix of Sudanese and international)
- 50+ adjunct faculty and guest lecturers
- Faculty development programs ensuring quality
- Competitive compensation attracting talent

Infrastructure:

- Permanent campus (potentially in Khartoum if secure, or regional hub)
- Classrooms, library, computer labs, housing
- Regional training centers in key states (Darfur, Kordofan, East)
- Virtual learning platform for distance education

Systems:

- Robust academic management systems (admissions, grading, transcripts)
- Financial management and procurement systems

- M&E and quality assurance systems
- Alumni tracking and engagement systems

10.2 Alumni Network and Continuing Education

10.2.1 Alumni Association Structure

Governance:

- **General Assembly:** All YGA/NGI graduates (500+ by Year 5, 1000+ by Year 10)
- **Executive Committee:** Elected by alumni (President, VP, Secretary, Treasurer, Regional Reps)
- **Chapters:** Regional chapters in all 18 states; sectoral chapters (health, education, etc.); international chapters (diaspora)

Functions:

- **Professional Networking:** Job opportunities, mentorship, collaboration
- **Peer Learning:** Conferences, workshops, online forums sharing experiences and best practices
- **Advocacy:** Collective voice on governance issues, democratic reforms
- **Mentorship:** Alumni mentor new cohorts
- **Fundraising:** Alumni donations supporting NGI and scholarships
- **Social Connection:** Maintaining relationships and solidarity

Activities:

- Annual Alumni Conference (3-day event with professional development, networking, celebration)
- Quarterly regional chapter meetings
- Monthly webinars on governance topics
- Online platform (LinkedIn group, dedicated website) for continuous engagement
- Alumni magazine/newsletter documenting achievements and lessons

10.2.2 Continuing Professional Development

Short Courses (1-2 weeks): Specialized topics for alumni and other officials:

- Advanced procurement and contract management
- Gender-responsive budgeting
- Digital governance and e-government
- Leadership and change management
- Conflict-sensitive programming
- Data analytics for decision-making

Certificate Programs (3-6 months part-time):

- Public Financial Management Certificate
- Project Management Professional (PMP) preparation
- Human Rights and Transitional Justice Certificate
- Security Sector Governance Certificate

Executive Education (1-2 weeks intensive): For senior officials and emerging leaders:

- Strategic Leadership Program
- Policy Analysis and Advocacy
- Negotiation and Mediation
- Crisis Management and Communication

Master's Degree Pathways:

- NGI partnerships with universities offering Master's in Public Policy, Public Administration, Development, etc.
- NGI courses provide credits toward degrees
- Scholarships for top-performing alumni

10.2.3 Career Support Bank:

- NGI maintains database of governance job opportunities
- Alumni receive preferential notification
- Career counseling and application support

Mentorship Matching:

- Senior alumni mentor junior alumni
- Intergenerational knowledge transfer
- Career guidance and sponsorship

Leadership Pipeline:

- Identification of high-potential alumni for senior positions
- Targeted development and preparation
- Advocacy for alumni advancement

10.3 Scaling and Replication

10.3.1 Scaling Within Sudan

Larger Cohorts:

- Increase from 250-300 to 500+ participants per cohort
- Multiple training sites to accommodate growth
- Expanded deployment opportunities as Sudan stabilizes

Sectoral Specialization:

- Health Governance Academy (for health system administrators)
- Education Leadership Institute (for education officials)
- Local Government Academy (for mayors, district administrators)
- Security Governance Institute (for civilian oversight professionals)

In-Service Training:

- Programs for serving civil servants (not just new recruits)
- Mid-career professional development
- Senior leadership programs

Subnational Hubs:

- State-level governance academies (e.g., Darfur Governance Institute)
- Bringing training closer to participants
- Contextual customization for regional needs

10.3.2 Regional Replication

Target Countries: Countries facing similar governance challenges:

- **South Sudan:** Post-conflict governance capacity building
- **Central African Republic:** State reconstruction and youth inclusion
- **Chad:** Democratic transition support
- **Somalia/Somaliland:** Institution building and youth leadership
- **Democratic Republic of Congo:** Decentralized governance and service delivery

Replication Model:

- Share YGA curriculum, selection tools, M&E frameworks
- Provide technical assistance to countries establishing similar programs
- Facilitate South-South learning and exchanges
- Regional conferences bringing together youth governance programs

East African Youth Governance Network:

- Network of governance training institutions across region
- Joint research and curriculum development
- Student/faculty exchanges
- Collective advocacy for youth inclusion in governance

10.3.3 Global Knowledge Sharing

Publications and Research:

- Academic articles documenting YGA model and impact
- Policy briefs for practitioners and policymakers
- Books/chapters on youth-inclusive post-conflict governance
- Case studies for teaching and replication

Conferences and Presentations:

- Present YGA at international governance forums (World Bank, UNDP, AU, OECD)
- Host international delegations visiting NGI to learn
- Keynote speeches and panels by YGA leadership and alumni

Technical Assistance:

- NGI as resource for other countries designing governance programs
- Consulting services (cost-recovery) to governments and development partners
- Training of trainers for replication contexts

10.4 Transition to Democratic Elections

10.4.1 Electoral Participation

Candidate Preparation:

- Some YGA alumni will pursue elected office (parliament, local councils)
- NGI provides candidate training: Campaign management, fundraising, communication, policy development
- Non-partisan support (NGI doesn't endorse candidates but equips them to compete)

Voter Education:

- NGI conducts civic education for general public
- Explanation of electoral systems, voter rights, candidate evaluation
- Encouragement of informed participation

Electoral Administration:

- YGA graduates deployed in Electoral Commission
- Professional, impartial election administration
- International observer confidence in process

10.4.2 Post-Election Role

Transition Support:

- If YGA graduates elected, they transition from appointed to elected roles
- NGI continues professional development for elected officials
- New cohorts fill appointed administrative positions

Legislative Capacity Building:

- NGI provides training for parliamentarians (new and existing)
- Legislative drafting, oversight, constituency service
- Support for parliamentary committees and research

Civic Engagement:

- NGI trains civil society organizations in democratic participation
- Budget monitoring, policy advocacy, government accountability
- Strengthening checks and balances

10.4.3 Long-Term Democratic Consolidation

Generational Change:

- YGA/NGI produces steady stream of democratic leaders over decades
- 10,000+ alumni by Year 20 transform Sudan's governance culture
- Youth inclusion becomes norm, not exception

Institutional Memory:

- NGI preserves lessons from transition period
- Prevents recurrence of past governance failures
- Continuous improvement of democratic practice

Regional Leadership:

- Sudan becomes model for democratic governance in region
- NGI trains leaders from across Africa
- Sudan's democratic success story inspires others

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11. CONCLUSION AND RECOMMENDATIONS

11.1 Summary of Proposal

The **Youth Governance Academy** represents a bold, evidence-based approach to Sudan's governance crisis. By identifying, training, and deploying 250-300 exceptional young Sudanese leaders in transitional governance roles, the YGA addresses the critical capacity gap that has plagued Sudan throughout its history.

Core Innovation: Rather than recycling failed political and military elites, YGA invests in the youth who led the 2019 revolution and sustained communities through the 2023-2026 war. These young Sudanese have already demonstrated leadership, integrity, and commitment—they need structured training and opportunity to transform Sudan's governance.

Comprehensive Approach: YGA is not merely a training program—it is a complete pathway from selection through deployment, with ongoing mentorship, professional development, and institutional support. The 18-month program combines:

- Rigorous academic training across 8 core competencies
- Practical internships in functioning African democracies
- Supervised deployment in substantive governance roles
- Sustained mentorship and career development
- Transition to permanent National Governance Institute

Evidence-Based: YGA draws on successful models from Tunisia, Rwanda, Timor-Leste, and Kenya while being specifically adapted to Sudan's context. Robust monitoring and evaluation ensures accountability and continuous improvement.

Sustainable: By institutionalizing as the National Governance Institute, YGA creates permanent capacity for democratic governance in Sudan, training generations of leaders beyond the initial cohorts.

Cost-Effective: At $82,667 per participant over 18 months, YGA delivers exceptional value compared to alternatives (failed political settlements costing billions, international administrations costing hundreds of millions annually, continued conflict costing $500M+ monthly).

11.2 Critical Success Factors

The YGA will succeed if—and only if—the following conditions are met:

1. Sudanese Government Cooperation: The transitional government must genuinely accept youth graduates in meaningful roles with real authority and resources. Token positions or resistance will doom the program.

2. Sustained International Support: Donors must commit to multi-year funding ($24.8M over 3 years minimum) and political backing. Short-term project thinking will fail.

3. Security for Participants: Graduates must be protected from threats and violence. International community must impose costs on any actors targeting YGA participants.

4. Quality Implementation: Excellence in every aspect—selection, curriculum, faculty, mentorship, deployment support—is essential. Mediocre implementation will produce mediocre results.

5. Civil Society Engagement: Deep partnership with ERRs, resistance committees, women's organizations ensures accountability and community ownership.

6. Sudanese Ownership: While international support is critical, this must be recognized as a Sudanese program led by Sudanese for Sudan's future.

11.3 Recommendations for German-EU Delegation

11.3.1 Immediate Actions (During January 2026 Visit)

1. Secure Government Commitment:

- Obtain written MoU from Sudanese transitional government committing to:
  - Create/allocate 200+ positions for YGA graduates
  - Provide salaries, office space, and authority for graduates
  - Guarantee security for participants
  - Accept civilian oversight and youth participation in governance
- Signatures from Prime Minister and key Ministers (Health, Education, Finance, Local Government, Youth)

2. Pledge Initial Funding:

- Germany publicly commits €8 million over 3 years
- EU commits €6 million
- Announce formation of donor consortium with target of $24.8M

3. Engage Civil Society:

- Meet with ERRs, resistance committees, women's organizations
- Obtain their endorsement and partnership commitment
- Commit €10 million immediate funding to grassroots organizations (separate from YGA but complementary)

4. Launch Process:

- Announce YGA publicly with government and civil society
- Appoint YGA Interim Director to begin setup
- Establish timeline: Recruitment Month 7-9 (August-October 2026), Training begins January 2027

11.3.2 Medium-Term Actions (Months 2-6 after Visit)

1. Finalize Donor Consortium:

- Germany leads coordination with EU, UK, Sweden, US, multilaterals
- Secure full $24.8M in binding commitments
- Establish pooled funding mechanism

2. Institutional Setup:

- Recruit YGA core staff (Director, Academic Dean, Operations Manager, etc.)
- Negotiate partnerships with host countries (Rwanda, Kenya)
- Secure training facilities
- Develop detailed curriculum and teaching materials

3. Partnership Agreements:

- MoUs with universities for faculty and accreditation
- Agreements with internship host organizations
- Civil society partnership frameworks

4. Recruitment Preparation:

- Develop selection criteria and procedures
- Engage civil society for participant nominations
- Plan outreach campaign

11.3.3 Long-Term Commitments

1. Sustained Funding (3-5 years):

- Commit to funding not just Year 1, but through transition to NGI
- Support institutionalization and sustainability planning

2. Political Support:

- High-level diplomatic engagement ensuring Sudanese government cooperation
- Advocacy for youth inclusion in all governance discussions
- Sanctions/consequences for actors threatening YGA participants

3. Knowledge Sharing:

- Document and disseminate YGA model for replication
- Support regional scaling of youth governance training
- Position YGA as flagship EU-Africa governance partnership

11.4 Call to Action

To the German-EU Delegation: You have a historic opportunity to support Sudan's transformation from military rule to democratic civilian governance. The YGA is not a theoretical project—it is a practical, evidence-based program ready for implementation if with committed leadership and adequate resources.

The Sudanese people, particularly the youth who sacrificed for the 2019 revolution and sustained communities through unprecedented crisis, deserve this investment. They have proven their capacity, commitment, and integrity. Now they need training, opportunity, and partnership.

Your visit can be the catalyst that launches this transformative program—or another missed opportunity in Sudan's tragic history of international neglect. The choice is yours.

To International Partners: Join the donor consortium. Provide technical expertise. Host internships. Advocate politically. Protect participants. Document and share lessons. This is not charity—it is investment in a more democratic, stable, prosperous Eastern Africa.

To Sudanese Civil Society: Hold YGA accountable. Nominate your best leaders. Monitor graduate performance. Demand transparency and results. This is your program—own it, shape it, improve it.

To the Youth of Sudan: This is your moment. Apply to YGA. Excel in the program. Serve your country with integrity and excellence. Transform governance from within. Build the Sudan you fought for in 2019.

To Future Generations: We stand at a crossroads. The decisions made in 2026 will shape Sudan for decades. Choose hope over cynicism. Choose investment over abandonment. Choose youth over old guard. Choose democratic governance over military rule.

The Youth Governance Academy is possible. The question is whether we have the courage and commitment to make it real.

ANNEXES

Annex A: Selection Criteria Scoring Matrix

[Detailed scoring rubric for candidate selection - 8 pages]

Annex B: Sample Curriculum Schedule (6-Month Intensive)

[Week-by-week schedule of modules, topics, activities - 12 pages]

Annex C: Deployment Position Descriptions

[Detailed job descriptions for 20 sample positions - 15 pages]

Annex D: Budget Tables and Financial Projections

[Detailed budget spreadsheets, 5-year projections - 10 pages]

Annex E: Monitoring and Evaluation Tools

[Sample surveys, interview guides, performance evaluation forms - 12 pages]

Annex F: Case Studies from Comparative Contexts

[Deep dives on Tunisia, Rwanda, Kenya, Timor-Leste programs - 20 pages]

Annex G: Letters of Support and Partnership Commitments

[Letters from Sudanese civil society, potential donors, academic partners - 8 pages]

ANNEXES A TO G

Building Sudan's Next Generation of Democratic Leaders

A Comprehensive Program for Training and Deploying Youth in Transitional Governance

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ANNEX A: SELECTION CRITERIA SCORING MATRIX

Overview

This annex provides the detailed scoring rubric for evaluating candidates for the Youth Governance Academy. The matrix employs a 100-point scale across seven key dimensions to ensure transparent, merit-based selection that balances technical competence with commitment to democratic values.

Total Score Distribution (100 Points)

1. Academic Performance and Educational Background (15 points)

13-15 points: Exceptional

- University degree with honors (GPA 3.7+/4.0 or equivalent)
- Relevant field of study (political science, law, public administration, economics, development studies)
- Additional relevant certifications or coursework
- Demonstrated academic leadership (research publications, academic awards)

10-12 points: Strong

- University degree with good standing (GPA 3.3-3.69/4.0)
- Relevant or related field of study
- Consistent academic achievement
- Some additional training or certifications

7-9 points: Adequate

- University degree or final-year student (GPA 3.0-3.29/4.0)
- Any field of study with some relevance to governance
- Satisfactory academic record
- Completion of secondary education with distinction may substitute in exceptional cases

4-6 points: Minimal

- Incomplete university education or lower GPA (2.7-2.99/4.0)
- Limited relevance of field to governance
- Inconsistent academic performance

0-3 points: Insufficient

- Below minimum educational requirements
- Very weak academic record

2. Professional/Volunteer Experience in Civic Engagement (20 points)

17-20 points: Exceptional

- 3+ years substantive experience in civil society, community organizing, or governance
- Leadership roles in civic initiatives with measurable impact
- Experience working across diverse communities
- Evidence of sustained commitment beyond single initiatives
- Direct experience in conflict resolution or peacebuilding

13-16 points: Strong

- 1.5-3 years relevant experience
- Active participation in civic organizations with some leadership
- Documented contributions to community development
- Involvement in 2+ civic initiatives
- Some cross-community engagement

9-12 points: Adequate

- 6 months to 1.5 years relevant experience
- Membership and participation in civic groups
- Some documented volunteer work
- Involvement in at least one civic initiative

5-8 points: Minimal

- Less than 6 months experience
- Limited civic engagement
- Sporadic volunteer activities
- Minimal documented impact

0-4 points: Insufficient

- No demonstrated civic engagement
- Only self-reported activities with no verification

3. Leadership Potential and Communication Skills (18 points)

16-18 points: Exceptional

- Outstanding performance in interview demonstrating strategic thinking
- Excellent written application with clear vision and articulate expression
- Proven track record of mobilizing others toward common goals
- Exceptional public speaking or presentation abilities
- Evidence of innovation in problem-solving
- Strong emotional intelligence and interpersonal skills

12-15 points: Strong

- Strong interview performance with good analytical thinking
- Well-written application with coherent arguments
- Demonstrated ability to lead small teams or initiatives
- Good communication skills in Arabic and English
- Collaborative approach with evidence of team building

8-11 points: Adequate

- Satisfactory interview and written application
- Some leadership experience in informal settings
- Basic communication competence in required languages
- Willingness to learn and develop leadership skills

4-7 points: Minimal

- Weak interview performance
- Poorly articulated application
- Limited leadership experience
- Communication challenges

0-3 points: Insufficient

- Very poor communication skills
- No demonstrated leadership capacity
- Incoherent application materials

4. Commitment to Democratic Values and Inclusive Governance (15 points)

13-15 points: Exceptional

- Articulate commitment to human rights, rule of law, and democratic principles
- Demonstrated actions supporting inclusive governance (gender equality, minority rights)
- Understanding of transitional justice and reconciliation
- Evidence of work bridging ethnic, religious, or political divides
- Rejection of violence and commitment to peaceful resolution

- Understanding of pluralism and tolerance

10-12 points: Strong

- Clear commitment to democratic values
- Some practical experience with inclusive approaches
- Good understanding of human rights principles
- Openness to diverse perspectives
- Commitment to peaceful change

7-9 points: Adequate

- Basic understanding of democratic principles
- Willingness to learn about inclusive governance
- No evidence of discriminatory attitudes
- Openness to democratic processes

4-6 points: Minimal

- Limited articulation of democratic values
- Superficial understanding of inclusivity
- Some concerning statements requiring clarification

0-3 points: Insufficient

- Evidence of discriminatory attitudes
- Authoritarian tendencies
- Intolerance of diversity
- Justification of violence

5. Geographic and Demographic Representation (12 points)

10-12 points:

- From underrepresented region (Darfur, South Kordofan, Blue Nile, Eastern Sudan)
- Female candidate (in context of gender imbalance)
- From marginalized community or ethnic group
- Rural background or experience
- Displaced or refugee experience (if relevant)

7-9 points:

- From moderately represented region
- Contributes to gender balance
- Some diversity factors present

4-6 points:

- From well-represented region or demographic
- Limited diversity contribution to cohort

0-3 points:

- Over-represented demographic
- May still be selected based on exceptional merit in other areas

Note: This criterion ensures program diversity and national representation while not excluding any qualified candidate.

6. Technical Skills and Digital Literacy (10 points)

9-10 points: Exceptional

- Advanced computer skills (Microsoft Office, data analysis tools)
- Social media and digital communication expertise
- Experience with project management software
- Research and information literacy skills
- Experience with virtual collaboration tools
- Basic graphic design or multimedia skills

7-8 points: Strong

- Proficient computer skills
- Good social media and online communication
- Competent in standard office software
- Internet research capabilities

5-6 points: Adequate

- Basic computer literacy
- Familiarity with email and internet
- Willingness to develop digital skills
- Basic social media use

3-4 points: Minimal

- Limited digital skills
- Requires significant training

0-2 points: Insufficient

- Lacks basic computer literacy
- No email or internet access

7. Motivation, Resilience, and Long-term Commitment (10 points)

9-10 points: Exceptional

- Compelling personal narrative of commitment to Sudan's democratic transition
- Evidence of perseverance through challenges
- Clear long-term vision for contributing to governance
- Willingness to work in difficult environments
- Strong references attesting to character and commitment
- Demonstrated sacrifice for public service ideals

7-8 points: Strong

- Clear motivation for public service
- Good resilience indicators
- Commitment to program completion and deployment
- Positive references

5-6 points: Adequate

- Satisfactory motivation
- Some evidence of perseverance
- Willing to commit to program requirements

3-4 points: Minimal

- Unclear motivation
- Limited evidence of resilience
- Uncertain commitment

0-2 points: Insufficient

- Poor motivation
- No evidence of commitment
- Concerning references

Scoring Procedures

Phase 1: Application Screening (40 points possible)

Scored by two independent reviewers:

- Academic Performance (15 points)
- Professional/Volunteer Experience (20 points)
- Geographic/Demographic Representation (5 points - preliminary assessment)

Minimum threshold to advance: 25 points

Phase 2: Written Assessment (20 points added)

- Leadership and Communication through written essay (10 points)
- Democratic Values through case study response (10 points)

Cumulative threshold to advance to interview: 50 points

Phase 3: Interview and Final Assessment (40 points added)

- Leadership and Communication through interview (8 points)
- Commitment to Democratic Values through interview (5 points)
- Geographic/Demographic final assessment (7 points)
- Technical Skills assessment (10 points)
- Motivation and Resilience through interview (10 points)

Final selection threshold: 70 points minimum

Selection Committee Composition

- 5-7 members including:
    - 2 academics from Sudanese universities
    - 2 civil society representatives
    - 1 international development expert
    - 1 youth representative from previous civic programs
    - 1 representative from transitional government structures

Tie-Breaking Protocol

When candidates have equal scores:

1. Priority to candidates from underrepresented regions
2. Priority to female candidates (if gender imbalance exists)
3. Priority to younger candidates (to maximize long-term impact)
4. Committee deliberation and consensus

Appeals Process

Candidates may appeal within 7 days if:

- Procedural irregularities occurred
- New relevant information becomes available
- Scoring errors are identified

Appeals reviewed by independent three-member panel not involved in original selection.

Sample Scoring Sheet

Candidate Name: _____

Candidate ID: _____

Reviewer: _____

Date: _____

Criterion	Points Available	Score	Notes
Academic Performance	15		
Professional/Volunteer Experience	20		
Leadership & Communication	18		
Democratic Values Commitment	15		
Geographic/Demographic Representation	12		
Technical Skills	10		
Motivation & Resilience	10		
TOTAL	**100**		

Recommendation: ☐ Strong Accept (85-100) ☐ Accept (70-84) ☐ Waitlist (65-69) ☐ Reject (below 65)

Reviewer Comments:

ANNEX B: SAMPLE CURRICULUM SCHEDULE (6-MONTH INTENSIVE)

Program Structure Overview

Duration: 24 weeks (6 months)
Format: Residential program with field visits
Weekly Schedule: Monday-Saturday, 8:00 AM - 6:00 PM
Total Contact Hours: 960 hours
Credit Equivalent: 40 academic credits

Program Phases

Phase 1 - Foundation (Weeks 1-8): Democratic theory, Sudanese context, personal development
Phase 2 - Skills Development (Weeks 9-16): Technical governance skills, policy analysis, communication
Phase 3 - Applied Learning (Weeks 17-22): Simulations, field projects, specialized tracks
Phase 4 - Deployment Preparation (Weeks 23-24): Placements, integration, final assessments

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MONTH 1: FOUNDATIONS OF DEMOCRACY AND SUDANESE CONTEXT

Week 1: Program Orientation and Cohort Building

Monday - Opening Ceremony and Introduction

- 8:00-9:00: Registration and welcome breakfast
- 9:00-11:00: Opening ceremony with dignitaries, program overview
- 11:00-12:30: Introduction to democratic governance concepts
- 14:00-16:00: Cohort icebreakers and team-building activities
- 16:00-18:00: Residential orientation and facility tour

Tuesday - Assessing Sudan's Transitional Moment

- 8:00-10:00: Lecture - Sudan's democratic transitions: 1964, 1985, 2019
- 10:30-12:30: Panel discussion with transitional government representatives
- 14:00-16:00: Small group discussions on current challenges
- 16:00-18:00: Documentary screening: "The Revolution Will Not Be Televised" (Sudan 2019)

Wednesday - Introduction to Democratic Theory

- 8:00-10:00: Core concepts: sovereignty, representation, accountability, rule of law
- 10:30-12:30: Models of democracy: presidential, parliamentary, hybrid systems
- 14:00-16:00: Workshop - Debating democratic models for Sudan
- 16:00-18:00: Reading and reflection time

Thursday - Transitional Justice and Reconciliation

- 8:00-10:00: Lecture - Principles of transitional justice
- 10:30-12:30: Case studies: South Africa TRC, Rwanda Gacaca courts
- 14:00-16:00: Guest speaker - Victim of Darfur conflict
- 16:00-18:00: Facilitated dialogue on accountability vs. reconciliation

Friday - Human Rights and Constitutional Principles

- 8:00-10:00: International human rights frameworks

- 10:30-12:30: Sudan's constitutional history and current documents
- 14:00-16:00: Workshop - Drafting a bill of rights
- 16:00-17:00: Week 1 reflection and journaling

Saturday - Field Visit

- Full day visit to National Museum and historical sites in Khartoum
- Evening: Social activity and cohort bonding

Week 2: Governance Structures and Institutions

Monday - The Three Branches of Government

- 8:00-10:00: Executive, legislative, judicial functions
- 10:30-12:30: Checks and balances in democratic systems
- 14:00-16:00: Case study analysis: functioning vs. dysfunctional separation of powers
- 16:00-18:00: Group work - Mapping Sudan's current governance structure

Tuesday - Legislative Processes

- 8:00-10:00: How laws are made: from bill to legislation
- 10:30-12:30: Parliamentary procedures and committee systems
- 14:00-18:00: Field visit to Transitional Legislative Council (if accessible)

Wednesday - Judicial Independence and Rule of Law

- 8:00-10:00: Principles of judicial independence
- 10:30-12:30: Sudan's judiciary: history and reform needs
- 14:00-16:00: Guest lecture - Sudanese judge on judicial reform
- 16:00-18:00: Debate - Judicial appointments and accountability

Thursday - Electoral Systems and Administration

- 8:00-10:00: Types of electoral systems: FPTP, PR, mixed
- 10:30-12:30: Electoral administration and integrity
- 14:00-16:00: Workshop - Designing an electoral system for Sudan
- 16:00-18:00: Case study - Kenya's 2017 election and Supreme Court intervention

Friday - Decentralization and Local Governance

- 8:00-10:00: Federal vs. unitary systems
- 10:30-12:30: Local government structures and functions
- 14:00-16:00: Sudan's states and local governance challenges
- 16:00-17:00: Week 2 assessment and feedback

Saturday - Community Engagement

- Morning: Visit to local governance structures in Khartoum suburbs

- Afternoon: Community dialogue session with residents

Week 3: Civil Society and Political Participation

Monday - Role of Civil Society in Democracy

- 8:00-10:00: Defining civil society and its democratic functions
- 10:30-12:30: Sudan's civil society landscape: resistance committees, NGOs, unions
- 14:00-16:00: Panel - Representatives from Sudanese civil society organizations
- 16:00-18:00: Small group analysis of civil society strengths and gaps

Tuesday - Political Parties and Movements

- 8:00-10:00: Functions of political parties in democracy
- 10:30-12:30: Sudan's political party landscape
- 14:00-16:00: Guest speakers - Representatives from diverse political parties
- 16:00-18:00: Workshop - Political party platforms and ideologies

Wednesday - Media Freedom and Information

- 8:00-10:00: Media's role in democratic accountability
- 10:30-12:30: Freedom of expression and responsible journalism
- 14:00-16:00: Sudan's media environment and challenges
- 16:00-18:00: Practical session - Analyzing media bias

Thursday - Citizen Participation Mechanisms

- 8:00-10:00: Public consultations, referendums, participatory budgeting
- 10:30-12:30: Digital democracy and e-participation
- 14:00-16:00: Case studies from Kenya, Tunisia, and Brazil
- 16:00-18:00: Design thinking workshop - Improving citizen participation

Friday - Youth in Governance

- 8:00-10:00: Global trends in youth political participation
- 10:30-12:30: Barriers and opportunities for youth in Sudan
- 14:00-16:00: Panel - Young politicians and activists from region
- 16:00-17:00: Week 3 reflection and peer feedback sessions

Saturday - Skills Workshop

- Full day workshop on public speaking and presentation skills
- Evening: Cultural night with cohort performances

Week 4: Gender, Diversity, and Inclusive Governance

Monday - Gender and Political Participation

- 8:00-10:00: Gender equality frameworks and women's political rights
- 10:30-12:30: Barriers to women's participation in Sudan
- 14:00-16:00: Gender quotas and affirmative action debates
- 16:00-18:00: Film screening and discussion on women in Sudanese politics

Tuesday - Minority Rights and Protection

- 8:00-10:00: Minority rights in democratic systems
- 10:30-12:30: Sudan's ethnic and religious diversity
- 14:00-16:00: Guest speakers - Representatives from marginalized communities
- 16:00-18:00: Workshop - Designing inclusive policies

Wednesday - Disability Rights and Accessibility

- 8:00-10:00: International frameworks for disability rights
- 10:30-12:30: Accessibility in governance structures
- 14:00-16:00: Guest lecture - Disability rights advocate
- 16:00-18:00: Practical audit - Assessing accessibility of public buildings

Thursday - Youth Rights and Representation

- 8:00-10:00: Youth-specific rights and needs
- 10:30-12:30: Youth councils and representation mechanisms
- 14:00-16:00: Workshop - Developing youth-friendly policies
- 16:00-18:00: Case study - Tunisia's youth-inclusive constitution

Friday - Intersectionality and Complex Identities

- 8:00-10:00: Understanding intersectional discrimination
- 10:30-12:30: Facilitated dialogue on identity in Sudan
- 14:00-16:00: Workshop - Conflict-sensitive communication
- 16:00-17:00: Month 1 comprehensive assessment

Saturday - Rest and Reflection

- Optional activities and personal time
- Evening: Month 1 celebration and cohort reflection session

MONTH 2: GOVERNANCE SKILLS AND POLICY ANALYSIS

Week 5: Public Administration and Management

Monday - Principles of Public Administration

- 8:00-10:00: Public vs. private sector management
- 10:30-12:30: Bureaucracy, meritocracy, and civil service

- 14:00-16:00: Sudan's civil service: challenges and reform
- 16:00-18:00: Case study - Civil service reform in Rwanda

Tuesday - Organizational Management

- 8:00-10:00: Organizational structures and hierarchies
- 10:30-12:30: Strategic planning and goal-setting
- 14:00-16:00: Workshop - SWOT analysis and strategic planning tools
- 16:00-18:00: Team exercise - Designing an organizational structure

Wednesday - Human Resource Management

- 8:00-10:00: Recruitment, performance management, staff development
- 10:30-12:30: Leadership and team management
- 14:00-16:00: Practical session - Conducting performance reviews
- 16:00-18:00: Role play - Managing difficult personnel situations

Thursday - Financial Management Basics

- 8:00-10:00: Budgeting fundamentals
- 10:30-12:30: Financial accountability and transparency
- 14:00-16:00: Workshop - Reading and analyzing budgets
- 16:00-18:00: Group exercise - Preparing a departmental budget

Friday - Public Procurement and Anti-Corruption

- 8:00-10:00: Procurement principles and processes
- 10:30-12:30: Corruption risks and mitigation
- 14:00-16:00: Sudan's anti-corruption frameworks
- 16:00-17:00: Week 5 case study presentations

Saturday - Field Experience

- Full day shadowing government administrators
- Evening debrief and reflection

Week 6: Policy Development and Analysis

Monday - The Policy Cycle

- 8:00-10:00: Agenda-setting, formulation, adoption, implementation, evaluation
- 10:30-12:30: Stakeholder analysis and consultation
- 14:00-16:00: Case study - Education policy reform in Kenya
- 16:00-18:00: Group work - Mapping stakeholders for Sudan policy issue

Tuesday - Evidence-Based Policy Making

- 8:00-10:00: Research methods for policy

- 10:30-12:30: Data collection and analysis
- 14:00-16:00: Workshop - Interpreting statistics and research findings
- 16:00-18:00: Practical session - Using data visualization tools

Wednesday - Policy Analysis Frameworks

- 8:00-10:00: Cost-benefit analysis
- 10:30-12:30: Multi-criteria analysis and policy options
- 14:00-16:00: Workshop - Analyzing alternative policy approaches
- 16:00-18:00: Individual work - Policy brief writing basics

Thursday - Policy Implementation

- 8:00-10:00: Implementation challenges and strategies
- 10:30-12:30: Monitoring and evaluation frameworks
- 14:00-16:00: Guest lecture - Policy implementation practitioner
- 16:00-18:00: Case study - Failed policy implementation and lessons learned

Friday - Sector-Specific Policy Issues

- 8:00-10:00: Health policy challenges in Sudan
- 10:30-12:30: Education policy priorities
- 14:00-16:00: Economic development and employment policies
- 16:00-17:00: Week 6 policy brief presentations

Saturday - Policy Field Visit

- Visit to policy research institute or think tank
- Workshop on policy advocacy

Week 7: Communication and Public Engagement

Monday - Strategic Communication

- 8:00-10:00: Communication theory and models
- 10:30-12:30: Message development and framing
- 14:00-16:00: Workshop - Crafting key messages
- 16:00-18:00: Practical session - Writing press releases

Tuesday - Public Speaking and Presentations

- 8:00-10:00: Effective presentation techniques
- 10:30-12:30: Body language and voice modulation
- 14:00-16:00: Individual coaching sessions
- 16:00-18:00: Recorded presentations with feedback

Wednesday - Media Relations

- 8:00-10:00: Working with journalists
- 10:30-12:30: Interview techniques
- 14:00-16:00: Mock press conferences
- 16:00-18:00: Crisis communication simulation

Thursday - Digital Communication

- 8:00-10:00: Social media for governance
- 10:30-12:30: Digital content creation
- 14:00-16:00: Workshop - Managing government social media accounts
- 16:00-18:00: Practical session - Creating digital campaigns

Friday - Community Engagement

- 8:00-10:00: Principles of participatory communication
- 10:30-12:30: Facilitation skills
- 14:00-16:00: Workshop - Designing community consultations
- 16:00-17:00: Week 7 assessment - Communication portfolio review

Saturday - Communication Practice

- Full day simulation - Town hall meetings
- Evening: Feedback and reflection

Week 8: Research and Information Management

Monday - Research Methodology

- 8:00-10:00: Qualitative and quantitative methods
- 10:30-12:30: Survey design and sampling
- 14:00-16:00: Workshop - Developing research questions
- 16:00-18:00: Ethical considerations in research

Tuesday - Data Collection Techniques

- 8:00-10:00: Interviews, focus groups, observations
- 10:30-12:30: Document analysis and desk research
- 14:00-16:00: Practical session - Conducting interviews
- 16:00-18:00: Role play - Focus group facilitation

Wednesday - Data Analysis

- 8:00-10:00: Introduction to statistical analysis
- 10:30-12:30: Qualitative data coding and analysis
- 14:00-16:00: Workshop - Using Excel and basic statistics software
- 16:00-18:00: Group work - Analyzing sample datasets

Thursday - Information Management

- 8:00-10:00: Knowledge management principles
- 10:30-12:30: Filing systems and documentation
- 14:00-16:00: Digital tools for information management
- 16:00-18:00: Workshop - Creating databases and information systems

Friday - Report Writing

- 8:00-10:00: Structure of government reports
- 10:30-12:30: Clear writing principles
- 14:00-16:00: Workshop - Editing and peer review
- 16:00-17:00: Phase 1 comprehensive assessment

Saturday - Capstone Preparation

- Begin work on Phase 1 capstone project
- Individual consultations with mentors

MONTH 3: SPECIALIZED GOVERNANCE AREAS

Week 9: Constitutional Law and Legal Frameworks

Monday - Constitutional Principles

- 8:00-10:00: Constitutionalism and constitutional design
- 10:30-12:30: Comparative constitutions analysis
- 14:00-16:00: Sudan's constitutional documents
- 16:00-18:00: Workshop - Constitutional interpretation

Tuesday - Legislative Drafting

- 8:00-10:00: Principles of legislative drafting
- 10:30-12:30: Legal language and structure
- 14:00-16:00: Practical session - Drafting a simple law
- 16:00-18:00: Peer review and feedback

Wednesday - Administrative Law

- 8:00-10:00: Administrative procedures and regulations
- 10:30-12:30: Administrative justice and appeals
- 14:00-16:00: Case law analysis
- 16:00-18:00: Workshop - Drafting administrative regulations

Thursday - International Law and Treaties

- 8:00-10:00: Sudan's international obligations
- 10:30-12:30: Regional and international treaties

- 14:00-16:00: Guest lecture - International law expert
- 16:00-18:00: Workshop - Treaty implementation in domestic law

Friday - Access to Justice

- 8:00-10:00: Legal aid and public interest litigation
- 10:30-12:30: Alternative dispute resolution
- 14:00-16:00: Sudan's justice sector challenges
- 16:00-17:00: Week 9 legal writing assessment

Saturday - Court Observation

- Full day observing court proceedings
- Evening discussion on observations

Week 10: Economic Governance and Development

Monday - Development Economics Basics

- 8:00-10:00: Economic growth vs. development
- 10:30-12:30: Sudan's economic challenges and opportunities
- 14:00-16:00: Poverty, inequality, and human development
- 16:00-18:00: Workshop - Analyzing development indicators

Tuesday - Public Finance

- 8:00-10:00: Government revenue sources
- 10:30-12:30: Taxation principles and systems
- 14:00-16:00: Sudan's fiscal situation
- 16:00-18:00: Practical session - Analyzing national budgets

Wednesday - Natural Resource Governance

- 8:00-10:00: Resource curse and governance challenges
- 10:30-12:30: Sudan's gold, oil, and agricultural resources
- 14:00-16:00: Transparency initiatives (EITI, etc.)
- 16:00-18:00: Case study - Norway's sovereign wealth fund

Thursday - Economic Planning

- 8:00-10:00: National development planning
- 10:30-12:30: Sectoral planning approaches
- 14:00-16:00: Workshop - SWOT analysis for economic sectors
- 16:00-18:00: Group work - Development strategy proposals

Friday - Private Sector Development

- 8:00-10:00: Business environment and regulation

- 10:30-12:30: Public-private partnerships
- 14:00-16:00: Guest speaker - Private sector representative
- 16:00-17:00: Week 10 economic policy presentation

Saturday - Economic Institution Visit

- Visit to Central Bank or Ministry of Finance
- Workshop on economic policy tools

Week 11: Security Sector Governance

Monday - Democratic Control of Security Forces

- 8:00-10:00: Civilian oversight principles
- 10:30-12:30: Security sector reform fundamentals
- 14:00-16:00: Sudan's security sector challenges
- 16:00-18:00: Case study - Security sector reform in Sierra Leone

Tuesday - Police Reform and Community Policing

- 8:00-10:00: Principles of democratic policing
- 10:30-12:30: Community policing models
- 14:00-16:00: Guest lecture - Police reform expert
- 16:00-18:00: Workshop - Designing community safety programs

Wednesday - Disarmament, Demobilization, and Reintegration (DDR)

- 8:00-10:00: DDR processes and challenges
- 10:30-12:30: Lessons from other transitional contexts
- 14:00-16:00: Sudan's armed groups and integration challenges
- 16:00-18:00: Simulation - DDR negotiation exercise

Thursday - Border Management and Transnational Security

- 8:00-10:00: Border governance principles
- 10:30-12:30: Regional security cooperation
- 14:00-16:00: Sudan's border challenges
- 16:00-18:00: Workshop - Cross-border cooperation mechanisms

Friday - Countering Violent Extremism

- 8:00-10:00: CVE approaches and prevention
- 10:30-12:30: Community resilience and social cohesion
- 14:00-16:00: Guest speaker - CVE practitioner
- 16:00-17:00: Week 11 security policy brief

Saturday - Field Visit

- Visit to security installation (if accessible and safe)
- Discussion with security reform advocates

Week 12: Service Delivery and Development

Monday - Public Service Delivery Principles

- 8:00-10:00: Service standards and citizen expectations
- 10:30-12:30: Assessing service delivery gaps
- 14:00-16:00: Sudan's service delivery challenges
- 16:00-18:00: Workshop - Service delivery diagnostics

Tuesday - Health Sector Governance

- 8:00-10:00: Health systems and governance
- 10:30-12:30: Sudan's health sector challenges
- 14:00-16:00: Guest lecture - Public health official
- 16:00-18:00: Workshop - Designing health programs

Wednesday - Education Sector Governance

- 8:00-10:00: Education policy and administration
- 10:30-12:30: Quality, access, and equity issues
- 14:00-16:00: Sudan's education system analysis
- 16:00-18:00: Workshop - Education reform proposals

Thursday - Infrastructure and Urban Planning

- 8:00-10:00: Infrastructure governance and planning
- 10:30-12:30: Urbanization challenges in Sudan
- 14:00-16:00: Guest speaker - Urban planner
- 16:00-18:00: Workshop - Community infrastructure priorities

Friday - Water, Sanitation, and Environment

- 8:00-10:00: Environmental governance frameworks
- 10:30-12:30: Water governance in arid contexts
- 14:00-16:00: Climate change and adaptation
- 16:00-17:00: Month 2 comprehensive exam

Saturday - Service Delivery Field Visit

- Visit to health clinic or school in underserved area
- Community needs assessment exercise

MONTH 4: APPLIED SKILLS AND PRACTICAL SIMULATIONS

Week 13: Negotiation and Conflict Resolution

Monday - Conflict Analysis

- 8:00-10:00: Understanding conflict dynamics and drivers
- 10:30-12:30: Conflict mapping and stakeholder analysis
- 14:00-16:00: Sudan's conflict landscape
- 16:00-18:00: Workshop - Conflict tree analysis

Tuesday - Negotiation Theory and Practice

- 8:00-10:00: Interest-based vs. positional negotiation
- 10:30-12:30: BATNA and negotiation preparation
- 14:00-16:00: Practical exercises - Negotiation role plays
- 16:00-18:00: Debrief and feedback sessions

Wednesday - Mediation and Facilitation

- 8:00-10:00: Mediation principles and techniques
- 10:30-12:30: Facilitating multi-party dialogue
- 14:00-16:00: Guest speaker - Experienced mediator
- 16:00-18:00: Mediation simulation exercise

Thursday - Peacebuilding and Reconciliation

- 8:00-10:00: Peacebuilding frameworks
- 10:30-12:30: Community-level reconciliation approaches
- 14:00-16:00: Case study - Rwanda's reconciliation process
- 16:00-18:00: Workshop - Designing reconciliation initiatives

Friday - Dialogue and Consensus-Building

- 8:00-10:00: National dialogue processes
- 10:30-12:30: Consensus decision-making techniques
- 14:00-16:00: Sudan's national dialogue experiences
- 16:00-17:00: Week 13 negotiation assessment

Saturday - Conflict Resolution Simulation

- Full day multi-party negotiation simulation
- Evening debrief and lessons learned

Week 14: Project Management and Implementation

Monday - Project Management Fundamentals

- 8:00-10:00: Project lifecycle and phases
- 10:30-12:30: Project planning tools (Gantt charts, logic models)
- 14:00-16:00: Workshop - Developing project proposals
- 16:00-18:00: Introduction to project management software

Tuesday - Results-Based Management

- 8:00-10:00: Theory of change and logical frameworks
- 10:30-12:30: Setting SMART objectives and indicators
- 14:00-16:00: Workshop - Developing logframes
- 16:00-18:00: Group work - Theory of change for sample projects

Wednesday - Budget Development and Management

- 8:00-10:00: Project budgeting principles
- 10:30-12:30: Cost estimation and resource allocation
- 14:00-16:00: Practical session - Creating project budgets
- 16:00-18:00: Financial tracking and reporting

Thursday - Risk Management

- 8:00-10:00: Identifying and assessing risks
- 10:30-12:30: Risk mitigation strategies
- 14:00-16:00: Workshop - Risk matrices and contingency planning
- 16:00-18:00: Case study - Project failure analysis

Friday - Monitoring, Evaluation, and Learning

- 8:00-10:00: M&E frameworks and approaches
- 10:30-12:30: Data collection and performance monitoring
- 14:00-16:00: Workshop - Designing M&E systems
- 16:00-17:00: Week 14 project proposal presentations

Saturday - Project Implementation Practice

- Begin implementation of small community projects
- Team coordination and planning sessions

Week 15: Leadership and Team Management

Monday - Leadership Theory and Styles

- 8:00-10:00: Leadership vs. management
- 10:30-12:30: Situational leadership and adaptive leadership
- 14:00-16:00: Self-assessment - Leadership styles inventory
- 16:00-18:00: Workshop - Developing personal leadership philosophy

Tuesday - Ethical Leadership and Integrity

- 8:00-10:00: Ethics in public service
- 10:30-12:30: Anti-corruption and accountability
- 14:00-16:00: Ethical dilemmas workshop
- 16:00-18:00: Case studies - Ethical leadership challenges

Wednesday - Team Building and Dynamics

- 8:00-10:00: Team development stages
- 10:30-12:30: Managing team diversity and conflict
- 14:00-16:00: Practical exercises - Team challenges
- 16:00-18:00: Debrief - Team dynamics observations

Thursday - Coaching and Mentoring

- 8:00-10:00: Coaching vs. mentoring approaches
- 10:30-12:30: Feedback and performance development
- 14:00-16:00: Workshop - Coaching conversations practice
- 16:00-18:00: Peer coaching sessions

Friday - Change Management

- 8:00-10:00: Leading organizational change
- 10:30-12:30: Overcoming resistance and building buy-in
- 14:00-16:00: Workshop - Change management planning
- 16:00-17:00: Week 15 leadership reflection papers

Saturday - Leadership Retreat

- Full day outdoor leadership activities
- Evening personal reflection and goal-setting

Week 16: Advocacy and Campaign Management

Monday - Advocacy Fundamentals

- 8:00-10:00: Theory of advocacy and social change
- 10:30-12:30: Power analysis and advocacy mapping
- 14:00-16:00: Sudan's advocacy landscape
- 16:00-18:00: Workshop - Issue selection and framing

Tuesday - Strategic Advocacy Planning

- 8:00-10:00: Setting advocacy goals and objectives
- 10:30-12:30: Identifying targets and allies
- 14:00-16:00: Workshop - Developing advocacy strategies
- 16:00-18:00: Group work - Advocacy campaign planning

Wednesday - Coalition Building

- 8:00-10:00: Building and managing coalitions
- 10:30-12:30: Alliance management and coordination
- 14:00-16:00: Guest speakers - Coalition leaders
- 16:00-18:00: Simulation - Coalition formation exercise

Thursday - Grassroots Mobilization

- 8:00-10:00: Community organizing principles
- 10:30-12:30: Grassroots campaign tactics
- 14:00-16:00: Digital organizing and social movements
- 16:00-18:00: Workshop - Mobilization strategy development

Friday - Campaign Implementation and Evaluation

- 8:00-10:00: Campaign tactics and activities
- 10:30-12:30: Measuring advocacy success
- 14:00-16:00: Case studies - Successful advocacy campaigns
- 16:00-17:00: Phase 2 comprehensive assessment

Saturday - Advocacy Field Practice

- Participate in or observe advocacy activity
- Campaign planning for capstone projects

MONTH 5: SPECIALIZED TRACKS AND FIELD APPLICATION

Week 17-18: Specialized Track Selection

Participants select ONE specialized track for intensive study:

Track A: Legislative Affairs and Policy Track B: Local Governance and Decentralization Track C: Civil Society and Civic Engagement Track D: Peace, Security, and Conflict Resolution Track E: Economic Governance and Development

TRACK A: LEGISLATIVE AFFAIRS AND POLICY

Week 17

Monday-Tuesday: Legislative Processes Deep Dive

- Parliamentary procedure and rules
- Committee systems and specialization
- Bill drafting and amendment processes
- Legislative research and analysis
- Field visit to Legislative Council

Wednesday-Thursday: Policy Development

- Advanced policy analysis frameworks
- Stakeholder consultation methods
- Policy costing and feasibility studies
- Regulatory impact assessment
- Guest lectures from policy advisors

Friday: Constituent Relations

- Representing constituents effectively
- Managing constituent casework
- Public outreach and communication
- Balancing local and national interests

Week 18

Monday-Tuesday: Legislative Oversight

- Parliamentary oversight mechanisms
- Question time and interpellations
- Committee investigations
- Budget scrutiny and approval
- Practical exercises

Wednesday-Thursday: Legislative Advocacy

- Lobbying and advocacy to legislators
- Legislative testimony preparation
- Building legislative coalitions
- Legislative strategy development

Friday: Capstone Planning

- Develop legislative project proposal
- Begin drafting sample legislation or policy brief

TRACK B: LOCAL GOVERNANCE AND DECENTRALIZATION

Week 17

Monday-Tuesday: Local Government Systems

- Municipal and local council structures
- Fiscal decentralization and revenue
- Service delivery at local level
- Urban and rural governance challenges
- Field visits to local councils

Wednesday-Thursday: Participatory Governance

- Participatory budgeting processes
- Community development planning
- Ward committees and citizen forums
- Accountability mechanisms
- Practical workshop on facilitation

Friday: Local Economic Development

- LED strategies and approaches
- Local revenue generation
- Supporting local businesses
- Public-private partnerships at local level

Week 18

Monday-Tuesday: Service Delivery Management

- Water, sanitation, waste management
- Local infrastructure planning
- Health and education services
- Performance management systems
- Site visits to service facilities

Wednesday-Thursday: Community Engagement

- Community needs assessment
- Conflict resolution at local level
- Working with traditional leaders
- Gender and inclusion in local governance

Friday: Capstone Planning

- Local governance improvement project design
- Community consultation preparation

TRACK C: CIVIL SOCIETY AND CIVIC ENGAGEMENT

Week 17

Monday-Tuesday: Civil Society Organizations

- NGO management and governance
- Fundraising and resource mobilization
- Volunteer management
- NGO-government relations
- Visits to leading CSOs

Wednesday-Thursday: Community Organizing

- Asset-based community development
- Popular education methods
- Building community power
- Social movement theory and practice
- Practical organizing exercises

Friday: Civic Education

- Voter education and mobilization
- Civic literacy programs
- Youth civic engagement
- Using arts for civic education

Week 18

Monday-Tuesday: Advocacy and Campaigns

- Campaign planning and implementation
- Media and communications strategies
- Digital advocacy tools
- Coalition building and networking
- Campaign case studies

Wednesday-Thursday: Accountability Initiatives

- Social audits and scorecards
- Budget monitoring
- Freedom of information advocacy
- Corruption monitoring
- Practical tools and methods

Friday: Capstone Planning

- Design civic engagement initiative
- Partnership development planning

TRACK D: PEACE, SECURITY, AND CONFLICT RESOLUTION

Week 17

Monday-Tuesday: Conflict Analysis and Management

- Advanced conflict assessment tools
- Early warning systems
- Conflict sensitivity mainstreaming
- Sudan's regional conflicts deep dive

- Field visit to conflict-affected area

Wednesday-Thursday: Peacebuilding Practice

- Dialogue and mediation techniques
- Reconciliation programming
- Transitional justice mechanisms
- Trauma healing and psychosocial support
- Practical mediation simulations

Friday: Security Sector Engagement

- Civilian oversight mechanisms
- Security sector reform processes
- Community security initiatives
- Gender in peace and security

Week 18

Monday-Tuesday: Preventing Violent Extremism

- CVE frameworks and approaches
- Community resilience building
- Youth engagement in peace
- Counter-narratives and messaging
- Case studies from region

Wednesday-Thursday: Peace Agreement Implementation

- Implementation monitoring
- Ceasefire verification
- DDR program design
- Power-sharing arrangements

Friday: Capstone Planning

- Peacebuilding project design
- Stakeholder mapping and engagement plan

TRACK E: ECONOMIC GOVERNANCE AND DEVELOPMENT

Week 17

Monday-Tuesday: Economic Policy and Planning

- Macroeconomic policy tools
- National development planning
- Industrial policy and diversification

- Trade and investment policy
- Visit to economic planning ministry

Wednesday-Thursday: Public Financial Management

- Budget formulation and execution
- Revenue administration
- Expenditure controls and auditing
- Debt management
- Financial accountability systems

Friday: Natural Resource Governance

- Extractive industries transparency
- Resource revenue management
- Environmental and social safeguards
- Community benefit sharing

Week 18

Monday-Tuesday: Private Sector Development

- Business environment reform
- SME support and entrepreneurship
- Investment promotion
- Public-private dialogue
- Meetings with business associations

Wednesday-Thursday: Development Programming

- Project cycle management
- Development finance and aid
- Monitoring and evaluation
- Results measurement
- Sustainability planning

Friday: Capstone Planning

- Economic development project proposal
- Feasibility study initiation

Week 19-20: Field Practicum (All Tracks)

Week 19: Field Placement Preparation

Monday: Placement Orientation

- 8:00-10:00: Introduction to field placements

- 10:30-12:30: Expectations and learning objectives
- 14:00-16:00: Professional conduct and ethics
- 16:00-18:00: Safety and security briefing

Tuesday: Research and Planning

- 8:00-12:30: Background research on placement organizations
- 14:00-18:00: Work plan development for field period

Wednesday-Friday: Field Deployment

- Participants deploy to field placements in pairs
- Placements include: government ministries, local councils, NGOs, international organizations, legislative offices
- Supervised by field mentors
- Daily reflection journaling required

Week 20: Full Field Immersion

Monday-Friday: Field Work

- Full-time engagement in placement organizations
- Completion of assigned projects and tasks
- Observation and participation in meetings
- Stakeholder interviews and data collection
- Mid-week check-in with academy supervisors
- Continued daily journaling

Weekend: Field Reports

- Preparation of field experience reports
- Documentation of lessons learned
- Reflection on application of training

Week 21-22: Capstone Projects

Week 21: Project Development

Monday: Return and Debrief

- 8:00-12:30: Field experience sharing sessions
- 14:00-18:00: Lessons learned synthesis

Tuesday-Thursday: Capstone Work

- Intensive work on capstone projects
- Projects must demonstrate:
    - Application of learned skills

- o Research and analysis
  - o Practical recommendations
  - o Implementation feasibility
- Individual mentoring sessions
- Peer review workshops

Friday: Mid-Point Presentations

- Progress presentations to faculty
- Feedback and refinement guidance

Week 22: Project Completion

Monday-Wednesday: Final Development

- Completing research and analysis
- Finalizing written reports/proposals
- Preparing presentations
- Rehearsals and peer feedback

Thursday: Capstone Presentations Day 1

- 8:00-18:00: First half of cohort presents
- External evaluators and stakeholders attend
- Q&A and feedback sessions

Friday: Capstone Presentations Day 2

- 8:00-17:00: Second half of cohort presents
- Awards for outstanding projects
- Celebration of completion

Saturday: Rest and Preparation

- Personal time
- Preparation for deployment phase

MONTH 6: DEPLOYMENT PREPARATION AND INTEGRATION

Week 23: Professional Development and Transition

Monday - Career Planning

- 8:00-10:00: Career pathways in public service
- 10:30-12:30: Individual career counseling sessions
- 14:00-16:00: Resume/CV writing workshop

- 16:00-18:00: Professional portfolio development

Tuesday - Interview and Assessment Skills

- 8:00-10:00: Job interview techniques
- 10:30-12:30: Mock interviews with feedback
- 14:00-16:00: Assessment center exercises
- 16:00-18:00: Personal branding and LinkedIn

Wednesday - Workplace Skills

- 8:00-10:00: Workplace culture and expectations
- 10:30-12:30: Professional communication and etiquette
- 14:00-16:00: Time management and productivity
- 16:00-18:00: Managing workplace relationships

Thursday - Ethics and Integrity

- 8:00-10:00: Code of conduct for public servants
- 10:30-12:30: Managing conflicts of interest
- 14:00-16:00: Whistleblowing and speaking up
- 16:00-18:00: Case studies in ethical dilemmas

Friday - Networking and Mentorship

- 8:00-10:00: Professional networking strategies
- 10:30-12:30: Alumni network and continuing support
- 14:00-16:00: Mentor matching and orientation
- 16:00-18:00: Week 23 professional development assessment

Saturday - Networking Event

- Full day networking event with government officials, CSO leaders, donors
- Job fair and placement interviews

Week 24: Deployment and Launch

Monday - Deployment Assignments

- 8:00-10:00: Announcement of deployment positions
- 10:30-12:30: Position-specific briefings
- 14:00-16:00: Expectations and success criteria
- 16:00-18:00: Individual consultations

Tuesday - Organizational Integration

- 8:00-10:00: Joining new organizations effectively
- 10:30-12:30: First 90 days planning

- 14:00-16:00: Building relationships with colleagues
- 16:00-18:00: Managing expectations and delivering results

Wednesday - Continuing Education

- 8:00-10:00: Ongoing learning and development plan
- 10:30-12:30: Resources for continued growth
- 14:00-16:00: Peer learning networks
- 16:00-18:00: Advanced study opportunities

Thursday - Alumni Engagement

- 8:00-10:00: Alumni association launch
- 10:30-12:30: Continuing network and support systems
- 14:00-16:00: Giving back and mentoring future cohorts
- 16:00-18:00: Final individual consultations

Friday - Graduation Ceremony

- 9:00-11:00: Final assembly and reflections
- 11:00-13:00: Official graduation ceremony with dignitaries
- 13:00-14:30: Celebration lunch
- 15:00-17:00: Certificate distribution and photos
- 18:00-21:00: Graduation dinner and celebration

Saturday - Deployment Begins

- Participants report to their deployment positions
- Begin one-year commitment period
- Ongoing supervision and support from academy

Additional Curriculum Components

Guest Lecture Series (Throughout Program)

- Weekly sessions with Sudanese and international experts
- Former government officials, civil society leaders, academics
- Regional democratic leaders and change-makers
- Private sector and development practitioners

Mentorship Program

- Each participant paired with senior mentor
- Monthly one-on-one sessions
- Career guidance and personal development
- Continued support post-deployment

Study Visits

- Week 8: Visit to successful local governance model in Sudan
- Week 16: Optional regional study tour (Kenya, Tunisia, or Rwanda)
- Various site visits throughout program

Assessment Methods

- Weekly quizzes and assignments (20%)
- Mid-term examinations (15%)
- Capstone project (25%)
- Field practicum evaluation (20%)
- Final comprehensive exam (10%)
- Participation and engagement (10%)

Required Reading List (Provided Separately)

- 50+ books and articles on democracy, governance, Sudan
- Weekly reading assignments (10-15 hours/week)
- Online resources and case studies

ANNEX C: DEPLOYMENT POSITION DESCRIPTIONS

Overview

This annex provides detailed descriptions for 20 sample deployment positions across government ministries, local councils, civil society organizations, and legislative bodies. Positions are designed to provide meaningful responsibility while ensuring adequate supervision and support.

Position Categories

Category 1: Legislative and Policy Positions (5 positions)

Category 2: Local Government Positions (5 positions)

Category 3: Ministry and Civil Service Positions (5 positions)

Category 4: Civil Society Positions (3 positions)

Category 5: Specialized Technical Positions (2 positions)

CATEGORY 1: LEGISLATIVE AND POLICY POSITIONS

Position 1: Legislative Research Assistant

Transitional Legislative Council

Position Overview: Supports legislative council members and committees with research, analysis, and policy development. Works directly with parliamentarians to strengthen evidence-based lawmaking.

Host Organization: Transitional Legislative Council
Location: Khartoum
Duration: 12 months
Supervision: Committee Chairperson and Senior Policy Advisor

Key Responsibilities:

1. Conduct research on proposed legislation and policy issues
2. Prepare briefing papers and policy memos for legislators
3. Analyze international best practices and comparative legislation
4. Support committee hearings and stakeholder consultations
5. Draft committee reports and recommendations
6. Monitor implementation of passed legislation
7. Maintain legislative tracking systems and databases
8. Assist with constituent communications on policy matters

Learning Objectives:

- Understand legislative processes from bill to law
- Develop advanced research and analytical skills
- Learn stakeholder consultation and consensus-building
- Gain experience in policy analysis and recommendations
- Build relationships with legislators and policy community

Required Skills:

- Strong research and writing abilities
- Attention to detail and analytical thinking
- Understanding of parliamentary procedure
- Ability to synthesize complex information
- Professional communication skills

Success Metrics:

- Number and quality of research products delivered
- Contribution to committee work and reports
- Feedback from supervising legislators
- Demonstrated policy impact

- Professional development progress

Support Provided:

- Weekly supervision meetings
- Access to legislative library and databases
- Training on parliamentary systems
- Mentorship from senior legislative staff
- Monthly check-ins with academy coordinator

Position 2: Policy Analyst - Ministry of Cabinet Affairs

Office of Policy Coordination

Position Overview: Assists in coordinating policy development across government ministries, ensuring alignment with national priorities and facilitating inter-ministerial collaboration.

Host Organization: Ministry of Cabinet Affairs
Location: Khartoum
Duration: 12 months
Supervision: Director of Policy Coordination

Key Responsibilities:

1. Support inter-ministerial policy coordination meetings
2. Prepare policy briefs on cross-cutting issues
3. Conduct policy impact assessments
4. Monitor policy implementation across ministries
5. Facilitate stakeholder consultations
6. Maintain policy tracking and documentation systems
7. Support cabinet briefing preparation
8. Conduct comparative policy research

Learning Objectives:

- Understand whole-of-government policy processes
- Learn inter-ministerial coordination mechanisms
- Develop skills in policy analysis and assessment
- Gain exposure to cabinet-level decision-making
- Build cross-sectoral networks

Required Skills:

- Strong analytical and synthesis abilities
- Excellent written and verbal communication
- Understanding of government structures
- Project coordination capabilities

- Ability to work across diverse stakeholders

Success Metrics:

- Quality of policy briefs and analyses
- Contribution to coordination processes
- Stakeholder satisfaction ratings
- Demonstrated policy coherence improvements
- Professional competency development

Support Provided:

- Structured induction program
- Regular supervision and feedback
- Access to government policy databases
- Professional development opportunities
- Academy mentor support

Position 3: Constitutional Review Researcher

Constitutional Review Commission (if established)

Position Overview: Supports the constitutional review process through research, public consultation facilitation, and comparative constitutional analysis.

Host Organization: Constitutional Review Commission
Location: Khartoum with field travel
Duration: 12 months
Supervision: Senior Constitutional Expert

Key Responsibilities:

1. Research comparative constitutional provisions
2. Support public consultation processes nationwide
3. Analyze submissions and recommendations from stakeholders
4. Prepare summary reports of consultation findings
5. Assist in drafting constitutional language
6. Maintain database of constitutional options and precedents
7. Support civic education on constitutional issues
8. Coordinate with civil society and expert groups

Learning Objectives:

- Deep understanding of constitutional design
- Skills in public consultation and facilitation

- Comparative constitutional analysis
- Understanding of nation-building processes
- Experience in inclusive democratic processes

Required Skills:

- Legal research and analysis abilities
- Excellent facilitation and communication skills
- Cultural sensitivity and inclusivity awareness
- Ability to synthesize diverse inputs
- Commitment to democratic values

Success Metrics:

- Quality of research and analysis products
- Effectiveness in consultation facilitation
- Comprehensiveness of stakeholder input documentation
- Contribution to constitutional drafting
- Public engagement outcomes

Support Provided:

- Training on constitutional processes
- Travel support for field consultations
- Senior expert mentorship
- Security arrangements for field work
- Monthly academy supervision

Position 4: Budget Analyst - Parliamentary Budget Office

Legislative Fiscal Oversight

Position Overview: Supports parliamentary oversight of government budget and expenditure through analysis, monitoring, and reporting.

Host Organization: Parliamentary Budget Office
Location: Khartoum
Duration: 12 months
Supervision: Chief Budget Analyst

Key Responsibilities:

1. Analyze ministry budget submissions
2. Prepare budget analysis reports for legislators
3. Monitor budget execution and expenditure

4. Support parliamentary budget committee
5. Conduct cost-benefit analyses of proposed policies
6. Track fiscal performance indicators
7. Research budget best practices
8. Assist with public hearings on budget

Learning Objectives:

- Master public financial management
- Learn budget analysis and oversight techniques
- Understand fiscal policy and implications
- Develop financial research skills
- Experience legislative oversight functions

Required Skills:

- Numerical and financial analysis abilities
- Spreadsheet and data management proficiency
- Understanding of economics and public finance
- Attention to detail and accuracy
- Clear communication of financial information

Success Metrics:

- Quality and timeliness of budget analyses
- Contribution to committee deliberations
- Identification of fiscal issues or risks
- Feedback from legislators
- Technical skill development

Support Provided:

- Training on budget analysis tools
- Access to financial databases and systems
- Mentorship from senior analysts
- Professional development in public finance
- Regular academy check-ins

Position 5: Human Rights Policy Officer

National Human Rights Commission

Position Overview: Supports the monitoring, promotion, and protection of human rights through research, advocacy, and policy recommendations.

Host Organization: National Human Rights Commission
Location: Khartoum with field investigations
Duration: 12 months
Supervision: Senior Human Rights Officer

Key Responsibilities:

1. Monitor human rights situation across Sudan
2. Investigate complaints and allegations
3. Prepare human rights reports and documentation
4. Support advocacy for human rights reforms
5. Conduct research on international human rights standards
6. Facilitate human rights education programs
7. Engage with civil society and victims' groups
8. Draft policy recommendations for government

Learning Objectives:

- Master human rights frameworks and mechanisms
- Develop investigation and documentation skills
- Learn advocacy and policy influence strategies
- Understand transitional justice processes
- Build capacity in human rights protection

Required Skills:

- Knowledge of human rights law and standards
- Investigation and interviewing skills
- Sensitivity to trauma and vulnerable populations
- Strong writing and documentation abilities
- Commitment to human rights principles

Success Metrics:

- Quality of investigation and documentation
- Impact of advocacy and recommendations
- Number of cases effectively addressed
- Contribution to human rights reporting
- Professional competency in human rights work

Support Provided:

- Human rights investigation training
- Security and psychosocial support for field work
- Senior officer mentorship
- Access to international human rights resources
- Monthly supervision and debrief sessions

CATEGORY 2: LOCAL GOVERNMENT POSITIONS

Position 6: Local Council Administrator

Khartoum North Municipal Council

Position Overview: Supports municipal council operations, service delivery coordination, and community engagement in urban local government setting.

Host Organization: Khartoum North Municipality
Location: Khartoum North
Duration: 12 months
Supervision: Municipal Manager

Key Responsibilities:

1. Support council meeting preparation and documentation
2. Coordinate service delivery across departments
3. Facilitate community consultations and ward meetings
4. Monitor local service delivery performance
5. Support local budget development and monitoring
6. Manage constituent inquiries and complaints
7. Coordinate with community organizations
8. Prepare reports and communications

Learning Objectives:

- Understand local government operations
- Learn municipal service delivery management
- Develop community engagement skills
- Experience democratic local governance
- Build practical administrative competencies

Required Skills:

- Organizational and administrative abilities
- Strong communication and interpersonal skills
- Understanding of local government
- Community facilitation capabilities
- Problem-solving orientation

Success Metrics:

- Efficiency of council operations
- Quality of community engagement
- Constituent satisfaction levels
- Service delivery improvements

- Administrative competency development

Support Provided:

- Comprehensive local government orientation
- Weekly supervision meetings
- Training on municipal management
- Peer network with other local government fellows
- Academy monthly check-ins

Position 7: Community Development Officer

Port Sudan Locality

Position Overview: Works with communities to identify priorities, mobilize resources, and implement local development initiatives in Red Sea State.

Host Organization: Port Sudan Locality Council
Location: Port Sudan
Duration: 12 months
Supervision: Director of Community Services

Key Responsibilities:

1. Conduct community needs assessments
2. Facilitate participatory planning processes
3. Support community development projects
4. Mobilize community resources and volunteers
5. Coordinate with NGOs and development partners
6. Monitor and evaluate community initiatives
7. Build capacity of community committees
8. Document and share best practices

Learning Objectives:

- Master participatory development approaches
- Learn community organizing and mobilization
- Develop project facilitation skills
- Understand local development challenges
- Build cross-cultural competencies

Required Skills:

- Facilitation and community engagement abilities
- Cultural sensitivity and adaptability
- Project coordination capabilities
- Strong interpersonal and listening skills

- Commitment to participatory approaches

Success Metrics:

- Number and quality of community projects supported
- Level of community participation and ownership
- Development outcomes achieved
- Community capacity building results
- Effectiveness ratings from communities

Support Provided:

- Training on participatory methodologies
- Transport and field work resources
- Senior staff mentorship
- Peer learning network
- Monthly remote supervision from academy

Position 8: Local Planning Assistant

Nyala Municipality, South Darfur

Position Overview: Supports urban and land use planning, community consultation, and sustainable development planning in post-conflict context.

Host Organization: Nyala Municipal Council
Location: Nyala, South Darfur
Duration: 12 months
Supervision: Chief Town Planner

Key Responsibilities:

1. Support urban planning and zoning processes
2. Conduct community consultations on land use
3. Prepare planning reports and maps
4. Research planning best practices and standards
5. Support sustainable development planning
6. Coordinate with traditional land authorities
7. Monitor informal settlement challenges
8. Assist with development application reviews

Learning Objectives:

- Understand urban planning in post-conflict contexts
- Learn participatory planning methodologies
- Develop spatial analysis and mapping skills
- Experience land governance challenges

- Build conflict-sensitive development approaches

Required Skills:

- Analytical and spatial thinking
- Community consultation abilities
- Basic GIS and mapping skills (training provided)
- Understanding of development issues
- Conflict sensitivity and cultural awareness

Success Metrics:

- Quality of planning analysis and reports
- Effectiveness of community consultations
- Contribution to planning processes
- Demonstrated planning competency development
- Community satisfaction with planning engagement

Support Provided:

- Planning training and capacity building
- GIS and mapping tools access
- Security briefing and support
- Senior planner mentorship
- Bi-weekly remote supervision

Position 9: Participatory Budgeting Coordinator

Kassala Town Council

Position Overview: Leads participatory budgeting process enabling citizens to directly influence allocation of portion of municipal budget.

Host Organization: Kassala Municipal Council
Location: Kassala
Duration: 12 months
Supervision: Finance Director

Key Responsibilities:

1. Design and facilitate participatory budgeting process
2. Conduct community education on budgets
3. Organize neighborhood assemblies and voting
4. Support project proposal development by communities
5. Coordinate implementation of selected projects

6. Monitor participatory budget execution
7. Document process and lessons learned
8. Build capacity of community budget delegates

Learning Objectives:

- Master participatory budgeting methodologies
- Develop facilitation and civic education skills
- Learn public financial management
- Experience citizen empowerment in practice
- Build innovative governance competencies

Required Skills:

- Excellent facilitation and training abilities
- Understanding of budgets and finance
- Community organizing capabilities
- Process design and management skills
- Commitment to participatory democracy

Success Metrics:

- Number of citizens participating in process
- Quality and diversity of participation
- Community satisfaction with process
- Projects selected and implemented
- Sustainability of process established

Support Provided:

- Training on participatory budgeting
- Process design support
- Financial and logistical resources
- Mentorship from PB experts
- Monthly academy supervision

Position 10: Youth and Sports Officer

El Fasher Locality, North Darfur

Position Overview: Develops and manages youth programs and sports activities that promote peace, social cohesion, and positive youth development

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Annexes:

EXECUTIVE OVERVIEW

Program Purpose

The Youth Governance Academy is a comprehensive 18-month program designed to train and deploy 60 young Sudanese professionals annually in governance roles across government, civil society, and legislative institutions during Sudan's critical democratic transition.

Program Model

- **6-month intensive residential training** in democratic governance, policy analysis, leadership, and technical skills
- **12-month supervised deployment** in meaningful governance positions
- **Ongoing mentorship and alumni engagement** for career development and network building

Target Impact

- Build governance capacity with 300+ trained professionals over 5 years
- Strengthen democratic institutions through capable, values-driven staff
- Create a generation of leaders committed to inclusive, accountable governance
- Model youth empowerment and evidence-based capacity building

Key Success Factors

1. **Rigorous merit-based selection** ensuring quality and diversity
2. **Comprehensive, practical curriculum** grounded in Sudan's context
3. **Real responsibilities** through meaningful deployment positions
4. **Strong partnerships** across government, civil society, and donors
5. **Robust monitoring** demonstrating impact and enabling learning
6. **Sustainability strategy** transitioning to Sudanese funding

Resource Requirements

- **Total 5-year budget:** $21.4 million
- **Committed funding:** $12+ million from USAID, EU, AfDB, government, private sector
- **Key partnerships:** 150+ civil society organizations, University of Khartoum, government ministries
- **Infrastructure:** Training facility, technology, deployment support systems

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ANNEX A: SELECTION CRITERIA SCORING MATRIX

Purpose

Ensure transparent, merit-based selection of diverse, qualified candidates committed to democratic governance.

Scoring Framework (100 Points Total)

1. Academic Performance (15 points)

- University degree with preference for governance-related fields
- GPA 3.0+ preferred; honors and additional certifications valued
- Demonstrated academic achievement and intellectual capacity

2. Civic Engagement Experience (20 points)

- Substantive volunteer/professional experience in civil society, community organizing, governance
- Leadership roles and measurable impact prioritized
- Cross-community engagement and sustained commitment valued

3. Leadership and Communication (18 points)

- Strategic thinking and problem-solving demonstrated in interview
- Excellent written and verbal communication in Arabic and English
- Track record of mobilizing others and team collaboration
- Emotional intelligence and interpersonal skills

4. Democratic Values Commitment (15 points)

- Articulate commitment to human rights, rule of law, democracy
- Demonstrated actions supporting inclusive governance
- Understanding of transitional justice and reconciliation
- Evidence of bridge-building across divides
- Rejection of violence and commitment to peaceful change

5. Geographic/Demographic Representation (12 points)

- Priority for underrepresented regions (Darfur, Kordofan, Blue Nile, East)
- Gender balance (target 40% women minimum)
- Inclusion of marginalized communities, ethnic groups
- Rural background, displacement experience considered

6. Technical Skills and Digital Literacy (10 points)

- Computer proficiency (Office, data analysis, research tools)
- Social media and digital communication skills
- Willingness to develop technical competencies

7. Motivation and Resilience (10 points)

- Compelling commitment to Sudan's democratic future
- Evidence of perseverance through challenges
- Long-term vision for public service contribution
- Willingness to serve in difficult environments

Selection Process

Phase 1: Application Screening

- Review academic credentials and experience
- Preliminary scoring (40 points)
- **Threshold:** 25 points to advance

Phase 2: Written Assessment

- Essay on motivation and vision
- Case study analysis on governance dilemma
- Additional 20 points
- **Cumulative threshold:** 50 points to advance to interview

Phase 3: Interview and Final Assessment

- In-depth interview assessing all criteria
- Technical skills assessment
- Reference checks
- Final 40 points added
- **Selection threshold:** 70 points minimum for acceptance

Quality Assurance

- **Selection Committee:** 5-7 members including academics, civil society, government, international experts

- **Dual scoring:** Two independent reviewers per application
- **Appeals process:** 7-day window for procedural challenges
- **Tie-breaking protocol:** Priority to underrepresented regions, gender balance, younger candidates

Expected Outcomes

- 60 participants selected annually from 300+ applications
- Geographic representation from all 18 states
- Minimum 40% women participation
- Diverse ethnic, religious, socioeconomic backgrounds
- High-quality cohort committed to democratic governance

ANNEX B: CURRICULUM SCHEDULE OVERVIEW

Program Structure

Total Duration: 24 weeks (6 months) residential + 48 weeks (12 months) deployment
Training Hours: 960 contact hours
Format: Intensive residential with field visits, simulations, practical applications

Curriculum Phases

PHASE 1: FOUNDATIONS (Weeks 1-8)

Month 1: Democracy and Sudanese Context

- Week 1: Program orientation, cohort building, Sudan's transitions, democratic theory
- Week 2: Governance structures, institutions, separation of powers, electoral systems
- Week 3: Civil society, political parties, media freedom, citizen participation
- Week 4: Gender equality, minority rights, disability inclusion, intersectionality

Month 2: Governance Skills and Policy Analysis

- Week 5: Public administration, organizational management, HR, budgeting
- Week 6: Policy cycle, evidence-based policy, analysis frameworks, implementation
- Week 7: Strategic communication, public speaking, media relations, digital tools
- Week 8: Research methodology, data collection/analysis, information management

PHASE 2: TECHNICAL SKILLS (Weeks 9-16)

Month 3: Specialized Governance Areas

- Week 9: Constitutional law, legislative drafting, administrative law

- Week 10: Economic governance, public finance, natural resources, development planning
- Week 11: Security sector governance, police reform, DDR, CVE
- Week 12: Service delivery, health/education sectors, infrastructure, environment

Month 4: Applied Skills and Simulations

- Week 13: Negotiation, conflict analysis, mediation, peacebuilding
- Week 14: Project management, results-based management, M&E
- Week 15: Leadership theory, ethical leadership, team dynamics, change management
- Week 16: Advocacy, campaign management, coalition building, grassroots mobilization

PHASE 3: SPECIALIZATION AND APPLICATION (Weeks 17-22)

Weeks 17-18: Specialized Tracks (Choose one)

1. **Legislative Affairs and Policy** - Parliamentary processes, policy development
2. **Local Governance** - Municipal administration, participatory planning
3. **Civil Society** - NGO management, civic education, advocacy
4. **Peace and Security** - Conflict resolution, peacebuilding, CVE
5. **Economic Development** - Economic policy, public finance, private sector

Weeks 19-20: Field Practicum

- One week preparation and orientation
- One week full immersion in government ministry, local council, or CSO
- Supervised real-world application of skills
- Daily reflection and learning documentation

Weeks 21-22: Capstone Projects

- Individual or team projects addressing real governance challenges
- Research, analysis, and practical recommendations
- Presentations to external evaluators
- Demonstration of integrated learning

PHASE 4: DEPLOYMENT PREPARATION (Weeks 23-24)

Week 23: Professional Development

- Career planning and counseling
- Resume/CV writing and interview skills
- Workplace professionalism and ethics
- Networking and mentorship matching

Week 24: Launch

- Deployment position assignments
- Organizational integration orientation

- Expectations and success planning
- Graduation ceremony

Pedagogical Approach

Learning Methods:

- Interactive lectures (30%)
- Workshops and simulations (25%)
- Field visits and practicum (20%)
- Group projects and peer learning (15%)
- Individual reflection and assignments (10%)

Guest Faculty:

- Government officials and policymakers
- Civil society leaders and activists
- International governance experts
- Private sector representatives
- Academic researchers

Assessment Methods:

- Weekly quizzes and assignments (20%)
- Mid-term examinations (15%)
- Capstone project (25%)
- Field practicum evaluation (20%)
- Participation and engagement (10%)
- Final comprehensive exam (10%)

Key Curriculum Features

1. **Sudan-Specific Context:** All theory grounded in Sudan's realities
2. **Practical Application:** Balance concepts with hands-on skills
3. **Values Integration:** Democratic principles throughout curriculum
4. **Inclusive Approach:** Gender, diversity, conflict sensitivity mainstreamed
5. **Peer Learning:** Diverse cohort as learning resource
6. **Continuous Feedback:** Regular assessment and adaptation

ANNEX C: DEPLOYMENT POSITION DESCRIPTIONS

Overview

Participants are deployed to meaningful 12-month positions across five categories, providing real governance experience while contributing to institutional capacity.

Position Categories and Sample Roles

CATEGORY 1: LEGISLATIVE AND POLICY (30%)

Sample Positions:

1. **Legislative Research Assistant** - Support parliamentary committees with research, analysis, briefings
2. **Policy Analyst** - Inter-ministerial policy coordination and analysis
3. **Constitutional Review Researcher** - Support constitutional review process
4. **Budget Analyst** - Parliamentary budget oversight and fiscal analysis
5. **Human Rights Policy Officer** - Monitoring, documentation, advocacy

Key Responsibilities:

- Conduct research and policy analysis
- Prepare briefing papers and reports
- Support stakeholder consultations
- Monitor policy implementation
- Draft legislative/policy recommendations

Learning Outcomes:

- Master legislative and policy processes
- Develop advanced analytical skills
- Build relationships with policymakers
- Understand democratic governance in practice

CATEGORY 2: LOCAL GOVERNMENT (25%)

Sample Positions: 6. **Local Council Administrator** - Municipal operations and service coordination 7. **Community Development Officer** - Participatory planning and mobilization 8. **Local Planning Assistant** - Urban planning and land use management 9. **Participatory Budgeting Coordinator** - Citizen budget participation 10. **Youth and Sports Officer** - Youth programs and social cohesion

Key Responsibilities:

- Support local government operations
- Facilitate community engagement
- Coordinate service delivery
- Implement local development projects
- Monitor local governance performance

Learning Outcomes:

- Understand local government functions
- Develop community engagement skills

- Experience democratic local governance
- Build grassroots implementation capacity

CATEGORY 3: MINISTRY/CIVIL SERVICE (25%)

Sample Positions: 11. **Health Policy Research Officer** - Evidence-based health policy development 12. **Education Program Officer** - Education program monitoring and quality assurance 13. **Government Communications Specialist** - Public information and media relations 14. **Anti-Corruption Compliance Officer** - Integrity monitoring and investigations 15. **Performance Management Officer** - Government performance data and reporting

Key Responsibilities:

- Support ministry programs and policies
- Conduct monitoring and evaluation
- Coordinate stakeholder engagement
- Prepare reports and communications
- Contribute to sector reforms

Learning Outcomes:

- Master sector-specific governance
- Develop technical program skills
- Experience public sector management
- Build cross-institutional networks

CATEGORY 4: CIVIL SOCIETY (15%)

Sample Positions: 16. **Civic Education Coordinator** - Democracy and voter education programs 17. **Women's Empowerment Officer** - Women's political and economic participation 18. **Community Peacebuilding Officer** - Conflict resolution and peace dialogues

Key Responsibilities:

- Design and deliver civic programs
- Mobilize community participation
- Conduct advocacy campaigns
- Monitor governance from civil society perspective
- Build grassroots capacity

Learning Outcomes:

- Master civic engagement strategies
- Develop advocacy and organizing skills
- Experience civil society governance roles
- Build social accountability competencies

CATEGORY 5: SPECIALIZED TECHNICAL (5%)

Sample Positions: 19. **Electoral Process Analyst** - Electoral systems and administration
20. **Digital Governance Innovation Officer** - E-government and technology innovation

Key Responsibilities:

- Support specialized technical functions
- Conduct research and analysis
- Coordinate stakeholder processes
- Contribute to innovation and modernization

Learning Outcomes:

- Develop specialized expertise
- Master technical governance areas
- Experience innovation in public sector

Deployment Support Structure

For Fellows:

- Monthly stipend: 45,000 SDG + housing allowance if needed
- Health insurance and professional development support
- Weekly supervision meetings
- Monthly academy check-ins
- Quarterly performance reviews
- Ongoing mentorship

For Host Organizations:

- Capacity building grants ($3,000 per fellow)
- Supervisor training and support
- Coordination and technical assistance
- Recognition and awards program

Quality Assurance:

- Rigorous position vetting and matching
- Clear position descriptions and expectations
- Structured supervision requirements
- Regular monitoring and problem-solving
- Performance evaluation system

Expected Outcomes

For Participants:

- 12 months substantive governance experience
- Professional network and references
- Demonstrated competence and track record
- 75% employed in governance sector within 1 year
- 40% converted to permanent positions in host organizations

For Host Organizations:

- Additional capacity for important work
- Fresh perspectives and technical skills
- Enhanced performance and service delivery
- Potential permanent staff recruitment

For Sudan's Governance:

- 300+ trained professionals over 5 years
- Strengthened institutions across sectors
- Improved policy quality and implementation
- Enhanced democratic culture and values

ANNEX D: BUDGET AND FINANCIAL PROJECTIONS

5-Year Budget Summary

Category	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Start-up Costs	$850,000	$0	$0	$0	$0	**$850,000**
Program Operations	$1,200,000	$1,260,000	$1,323,000	$1,389,150	$1,458,608	**$6,630,758**
Personnel	$680,000	$714,000	$749,700	$787,185	$826,544	**$3,757,429**
Participant Support	$720,000	$756,000	$793,800	$833,490	$875,165	**$3,978,455**
Deployment Support	$480,000	$504,000	$529,200	$555,660	$583,443	**$2,652,303**
Infrastructure	$320,000	$100,000	$105,000	$110,250	$115,763	**$751,013**
M&E and Learning	$150,000	$157,500	$165,375	$173,644	$182,326	**$828,845**

Category	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Contingency (10%)	$440,000	$349,150	$366,608	$384,938	$404,185	**$1,944,880**
ANNUAL TOTAL	**$4,840,000**	**$3,840,650**	**$4,032,683**	**$4,234,317**	**$4,446,033**	**$21,393,683**

All figures in USD; includes 5% annual inflation adjustment

Year 1 Budget Breakdown

START-UP COSTS: $850,000 (One-time)

- **Facility establishment:** $420,000 (rental, renovation, furniture, security, power)
- **Technology infrastructure:** $180,000 (computers, network, software, AV equipment)
- **Curriculum development:** $120,000 (consultants, materials, library)
- **Program development:** $80,000 (needs assessment, selection systems, M&E framework)
- **Legal and administrative:** $50,000 (registration, financial systems, insurance)

PROGRAM OPERATIONS: $1,200,000

- **Training delivery:** $580,000 (residential costs, instructors, materials, field visits)
- **Specialized training:** $200,000 (technical workshops, language, IT, coaching)
- **Student services:** $120,000 (stipends, health, counseling, recreation)
- **Program management:** $180,000 (transport, communications, supplies)
- **Documentation:** $120,000 (photography, events, publications, outreach)

PERSONNEL: $680,000

- **Core management:** $325,000 (Executive Director, Program Director, Academic Director, Finance Manager, M&E Specialist, Communications Officer)
- **Program staff:** $260,000 (Training Coordinators, Field Coordinator, Student Services, Career Development, IT Officer)
- **Support staff:** $95,000 (Admin, Accountant, Drivers, Facilities, Security)

PARTICIPANT SUPPORT: $720,000

- **Stipends and allowances:** $420,000 (training and deployment stipends, housing, transport)
- **Participant benefits:** $180,000 (health insurance, professional development, materials)
- **Deployment services:** $120,000 (placement coordination, supervision, peer learning)

DEPLOYMENT SUPPORT: $480,000

- **Host organization grants:** $180,000 ($3,000 per organization)
- **Supervisor training:** $60,000
- **Coordination and liaison:** $80,000
- **Technical assistance:** $60,000
- **Joint learning activities:** $40,000
- **Recognition and documentation:** $60,000

INFRASTRUCTURE: $320,000

- **Vehicles:** $120,000 (2 x 4x4, 1 sedan, 2 motorcycles)
- **Equipment and furnishings:** $120,000 (library, training equipment, office)
- **Technology upgrades:** $80,000 (additional computers, software, systems)

M&E AND LEARNING: $150,000

- **M&E consultant:** $40,000
- **Baseline and endline studies:** $30,000
- **Tracer studies:** $20,000
- **Data collection and analysis:** $20,000
- **External evaluation:** $20,000
- **Learning events:** $20,000

Revenue and Sustainability Strategy

Year 1 Funding Sources

Source	Amount	Percentage
International Donors (USAID, EU)	$3,500,000	72%
Government of Sudan	$500,000	10%
Private Sector/Foundations	$600,000	13%
In-kind Contributions	$240,000	5%
TOTAL	**$4,840,000**	**100%**

5-Year Diversification Trajectory

Year 1: Heavy donor dependence (72% external)
Year 2: Begin government cost-sharing (15% government)
Year 3: Increase private sector (20%), develop fee-for-service
Year 4: Government reaches 25%, earned revenue 10%
Year 5: Sustainable mix - Government 30%, Donors 40%, Private 20%, Earned 10%

Sustainability Mechanisms

1. **Government Budget Integration:** Progressive annual increases toward full funding by Year 7
2. **Fee-for-Service:** Training services to government ministries and NGOs (starting Year 3)
3. **Alumni Contributions:** Graduate giving program (1% of salary, starting Year 2)
4. **Endowment Building:** Begin Year 3, target $2 million by Year 10
5. **Regional Partnerships:** Cost-sharing with other African governance academies
6. **Efficiency Gains:** 10% cost reduction through operational improvements

Cost Efficiency Metrics

- **Cost per participant (Year 1):** $80,667
- **Cost per participant (Year 5):** $44,460 (45% reduction through scale and efficiency)
- **Cost per deployed professional:** Competitive with international technical assistance
- **Return on investment:** Improved governance outcomes justify costs

Financial Management

- International accounting standards (IFRS)
- External annual audits by international firm
- Transparent quarterly reporting to donors and board
- Anti-corruption safeguards and dual authorization
- Board Audit and Finance Committee oversight

ANNEX E: MONITORING AND EVALUATION FRAMEWORK

M&E System Overview

The M&E framework tracks progress and impact across three levels:

1. **Individual:** Participant knowledge, skills, attitudes, career trajectories
2. **Organizational:** Host organization capacity and performance
3. **Systemic:** Broader governance improvements in Sudan

Theory of Change

IF we recruit diverse, committed young Sudanese **AND** provide comprehensive governance training **AND** deploy them into meaningful positions **AND** provide ongoing support **THEN** they will contribute to improved governance **AND** build long-term democratic leadership capacity **BECAUSE** Sudan's governance gaps can be addressed through capable, values-driven young professionals.

Key Performance Indicators

OUTPUT INDICATORS

- Number of participants recruited and selected
- Completion rate of training program (target: 95%)
- Number successfully deployed (target: 100%)
- Completion rate of deployment (target: 90%)
- Training hours delivered
- Host organizations engaged

OUTCOME INDICATORS

- **Knowledge gain:** Pre/post test score improvement (target: 40% increase)
- **Skills development:** Self-assessment improvement (target: 2-point increase on 5-point scale)
- **Attitude changes:** Democratic values strengthening
- **Job placement:** Employment in governance sector within 1 year (target: 80%)
- **Career advancement:** Promotions within 3 years (target: 50%)
- **Host organization satisfaction:** (target: 85% satisfied or very satisfied)
- **Stakeholder perception:** Program reputation rating (target: 4.0+/5.0)

IMPACT INDICATORS (Long-term)

- Alumni in leadership positions (target: 25% within 5 years)
- Policy changes influenced by alumni
- Governance improvements in host organizations
- Community-level democratic engagement increases
- Systemic governance capacity improvements
- Democratic culture strengthening

Core M&E Tools

1. Participant Selection Assessment

- Application scoring matrix (100 points)
- Written assessment and case study
- Structured interview protocol
- Selection committee deliberation form

2. Pre-Training Assessment

- Knowledge test (50 questions covering democratic theory, Sudanese context, governance)
- Skills self-assessment (12 competency areas, 1-5 scale)
- Attitudes and values survey (democratic commitment, 1-5 scale)
- Career aspirations inventory

3. Monthly Learning Assessments

- Participant reflection journals (qualitative)
- Module-specific quizzes and assignments
- Peer feedback sessions
- Faculty observations

4. Post-Training Assessment

- Knowledge test (parallel to pre-test)
- Skills demonstration (policy brief, presentation, facilitation)
- Capstone project evaluation (5 criteria rubric)
- Program satisfaction survey

5. Deployment Monitoring

- **Monthly check-ins:** Work activities, performance, learning, challenges
- **Quarterly performance reviews:** Comprehensive assessment by supervisor and fellow
- **360-degree feedback:** Supervisor, peers, stakeholders
- **Site visits:** Academy staff observation and support

6. Host Organization Survey

- Annual satisfaction survey
- Assessment of fellow contribution
- Organizational impact evaluation
- Recommendations for improvement

7. Alumni Tracer Studies

- Conducted at 1, 3, and 5 years post-program
- Current employment and career trajectory
- Governance contributions and achievements
- Program influence assessment
- Civic engagement activities
- Impact stories and testimonials

8. Stakeholder Perception Survey

- Annual survey of government officials, CSO leaders, donors, academics
- Awareness and reputation assessment
- Graduate quality evaluation
- Program contribution perception

9. Outcome Harvesting

- Documentation of unexpected positive changes

- Ripple effects and indirect impacts
- Contribution analysis
- Lesson learning

10. Most Significant Change Stories

- Qualitative narratives from participants and stakeholders
- Panel review and selection process
- Values reflection and learning
- Impact communication

Data Collection and Reporting Schedule

Monthly:

- Participant reflections and check-ins
- Internal dashboard for management

Quarterly:

- Performance reviews
- Progress reports to Board and donors
- Program adaptation discussions

Annually:

- Comprehensive M&E data collection
- External stakeholder surveys
- Annual report with results and learning
- Strategic review and planning

Special Studies:

- Mid-term external evaluation (Year 3)
- End-of-project evaluation (Year 5)
- Impact studies as needed

M&E Management

M&E Specialist: Full-time staff managing system **External Evaluator:** Independent assessment at mid-term and end**Learning Approach:** Regular reflection, adaptation, improvement **Transparency:** Public reporting of results, challenges, lessons

Expected M&E Outcomes

1. **Accountability:** Demonstrate results to stakeholders
2. **Learning:** Continuous improvement based on evidence

3. **Advocacy:** Build case for government funding and sustainability
4. **Documentation:** Capture lessons for replication
5. **Impact:** Prove contribution to Sudan's democratic transition

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ANNEX F: COMPARATIVE CASE STUDIES

Overview

Analysis of four successful youth governance programs providing lessons for Sudan.

Case Study 1: Tunisia's Democratic Transition Youth Program (2012-2019)

Context: Post-Arab Spring democratic transition
Scale: 420 participants over 7 cohorts
Model: 4-month training + 10-month deployment
Budget: $18 million over 7 years

Key Features:

- Direct engagement in constitution-making process
- Balanced national policy work with grassroots engagement
- Strict political neutrality in polarized environment
- 50% women participation mandate
- Regional balance from marginalized interior regions

Results:

- 82% employed in governance sector within 1 year
- 12 participants elected to Parliament/local councils
- Supported drafting of 23 pieces of legislation
- 150+ community consultations for constitutional process
- Influenced youth quota legislation

Lessons for Sudan:

- **Applicable:** Constitutional engagement model, balancing national/local, managing neutrality
- **Adapt:** Tunisia's education levels higher; smaller size enables easier reach
- **Key Takeaway:** Seize transition window; engage directly with key transition processes

Case Study 2: Rwanda's National Leadership Program (2008-present)

Context: Post-genocide reconstruction and development
Scale: 1,500+ participants over 30+ cohorts

Model: 6-week intensive + ongoing mentorship
Budget: $30 million (2008-2020)

Key Features:

- Values-centered (integrity, accountability, patriotism)
- Results-oriented focus on performance and deliverables
- National vision alignment with development goals
- Public-private mix (government, business, NGOs, academia)
- Study visits to development models (Singapore, South Korea)

Results:

- 89% reported improved leadership effectiveness
- 76% promoted within 2 years
- 68% of organizations reported improved performance
- Contributed to Rwanda's rapid development gains

Lessons for Sudan:

- **Applicable:** Values foundation critical; results-based approach; peer learning
- **Caution:** Rwanda's centralized model inappropriate for Sudan's federal system; political space restrictions contrary to democratization
- **Key Takeaway:** Values and integrity central in post-conflict contexts, but must serve pluralism not centralization

Case Study 3: Kenya's Kura Yangu Sauti Yangu (2010-2017)

Context: Post-2007 election violence reconciliation
Scale: 600 trained facilitators reaching 45,000+ citizens
Model: 3-month training + 6-month field practicum + cascade model
Budget: $12 million

Key Features:

- Ethnic bridge-building through mixed cohorts
- Cascade model (train trainers)
- Electoral focus around 2013 and 2017 elections
- Community-based grassroots approach
- Arts, culture, sports for civic engagement
- Technology (SMS, radio, social media)

Results:

- 45,000 citizens reached through civic education
- 18% higher youth voter turnout in target areas
- Reduced ethnic hate speech among participants
- Contributed to relatively peaceful 2017 elections

- 40+ community-based civic organizations formed by alumni

Lessons for Sudan:

- **Highly Applicable:** Ethnic/regional conflict resolution; electoral preparation; cascade model; community focus
- **Contextual Differences:** Kenya's more established democracy; Sudan's deeper governance gaps require policy-level engagement
- **Key Takeaway:** Bridge-building must be intentional and central; balance grassroots with policy influence

Case Study 4: Timor-Leste's Parliamentary Youth Training (2006-2014)

Context: Post-independence nation-building
Scale: 150 participants over 5 cohorts
Model: 3-month intensive + 9-month parliamentary internship
Budget: $8 million

Key Features:

- Direct integration into Parliament itself
- Mentorship by experienced MPs
- Real responsibilities, not just observation
- Trilingual (Tetum, Portuguese, English)
- Regional representation (all 13 districts)
- 45% women participation

Results:

- 78% employed in public sector within 1 year
- 42% converted to permanent parliamentary staff
- Enhanced parliamentary research and committee effectiveness
- Improved legislative quality
- Demonstrated value of youth capacity investment

Lessons for Sudan:

- **Highly Relevant:** Parliamentary capacity building; direct integration; mentorship; real responsibilities
- **Adapt:** Timor-Leste's small size differs from Sudan; must scale appropriately
- **Key Takeaway:** Integration into institutions more effective than external programs; clear career pathways essential

Comparative Analysis Summary

Common Success Factors

1. Timing during critical transition/reform windows

2. Rigorous, merit-based selection with diversity
3. Balance theory with practical application
4. Strong institutional partnerships
5. Sustained mentorship from experienced practitioners
6. Clear employment/advancement pathways
7. Robust M&E demonstrating impact

Common Challenges

1. Heavy donor dependence; government reluctance to fund
2. Managing neutrality in politicized contexts
3. Limited permanent positions in public sector
4. Security in unstable environments
5. Quality control when scaling
6. Risk of elite capture
7. Difficulty attributing impact

Recommendations for Sudan

ADOPT:

- Tunisia's transition process engagement
- Rwanda's values emphasis and results orientation
- Kenya's cascade approach and ethnic bridge-building
- Timor-Leste's institutional integration and mentorship

ADAPT:

- Balance national policy (Tunisia/Timor-Leste) with grassroots (Kenya)
- Combine elite capacity building (Rwanda) with broad mobilization (Kenya)
- Mix external training with institutional internships
- Ensure political neutrality while building inclusive vision

AVOID:

- Over-dependence on donors (plan sustainability from start)
- Elite capture or reinforcing power structures
- Theory without practice disconnection
- Inadequate security protocols
- Short-term thinking without institutionalization

INNOVATE:

- Develop hybrid model combining best elements
- Create stronger sustainability mechanisms
- Leverage technology for scale

- Build robust alumni networks
- Design for Sudan's federal, diverse, post-conflict context

ANNEX G: STAKEHOLDER SUPPORT AND COMMITMENTS

Overview

This annex demonstrates broad-based stakeholder support essential to program success.

Committed Financial Support

Stakeholder	Commitment	Timeline
USAID	$7,300,000	Years 1-5 (declining)
European Union	€2,500,000 ($2,900,000)	Years 1-5
African Development Bank	$1,000,000 - $1,900,000	Years 2-5 (pending approval)
Government of Sudan	$500,000 (Year 1, increasing)	Progressive cost-sharing
Private Sector Forum	$400,000	Years 1-5 ($80,000/year)
TOTAL COMMITTED/PLEDGED	**$12,100,000 - $13,000,000**	**Over 5 years**

This exceeds 60% of total $21.4M budget, providing strong foundation

Key Partnership Commitments

1. Sudanese Civil Society Coalition (150+ organizations)

Support Offered:

- Recruitment outreach and candidate identification

- Expert speakers and Field visits and practical learning opportunities
- Deployment hosting in civil society organizations (minimum 15 fellows annually)
- Participation in selection committee and program governance
- Advocacy for government support and sustainability

Specific Member Commitments:

- **Sudanese Women's Union:** Host 5 fellows annually in women's empowerment programs
- **Sudan Democracy First Group:** Training modules on civic education and electoral processes
- **Darfur Bar Association:** Host fellows in rule of law programs; provide legal mentorship
- **Resistance Committees Federation:** Facilitate community engagement and grassroots learning
- **Peace and Development Organization:** Host fellows in peacebuilding in conflict areas

2. University of Khartoum

Academic Partnership:

- Academic credit recognition for Academy curriculum (40 credits)
- Pathway for Academy graduates to pursue advanced degrees
- Faculty instruction at reduced cost (sabbatical arrangements)
- Library and research database access for participants

Facilities and Resources:

- Lecture halls and seminar rooms when available
- Student housing during university breaks
- Sports and recreation facilities
- Computer labs and technology access

Research Collaboration:

- Joint program evaluation and impact assessment
- Academic publications on program outcomes
- Conferences and symposia on youth in governance
- Archive of program materials and learning

Long-term Vision:

- Integration of Academy as specialized program within university structure
- Sustainability through university budget by Year 7
- Institutionalization of youth governance education in Sudan

3. Government of Sudan

Policy and Financial Support:

- Official endorsement and facilitation of approvals
- Year 1: $500,000 direct funding
- Years 2-5: Progressive increases (15%, 20%, 25%, 30% of budget)
- Recognition of Academy certificates in government hiring

Deployment Hosting Commitments:

- **Ministry of Finance:** 8 positions in budget, revenue, planning
- **Ministry of Health:** 6 positions in policy, programs, planning
- **Ministry of Federal Governance:** 5 positions in decentralization support
- **Ministry of Justice:** 4 positions in legal reform programs
- **Ministry of Social Development:** 5 positions in social protection
- **Transitional Legislative Council:** 6 positions in research and committees
- **State Governments:** 20+ positions in state ministries and local councils

Institutional Support:

- Access to government officials for training
- Study visits to ministries and operations
- Fellow participation in relevant government processes
- Permanent employment consideration for high performers

4. USAID (United States Agency for International Development)

Financial Commitment: $7,300,000 over 5 years

- Year 1: $2,000,000 (start-up and pilot cohort)
- Year 2: $1,800,000
- Year 3: $1,500,000
- Year 4: $1,200,000
- Year 5: $800,000 (transition to sustainability)

Technical Assistance:

- Connect Academy with global governance experts
- Facilitate study visits to U.S. and regional programs
- Curriculum development support
- M&E expertise and tools
- Peer learning with similar programs worldwide

Strategic Support:

- Advocacy with Sudanese government for policy support
- Encourage other donors to co-fund
- Visibility through USAID platforms
- Employment connections with USAID implementing partners

5. European Union Delegation to Sudan

Financial Commitment: €2,500,000 (~$2,900,000) over 5 years

Priority Focus Areas:

- Human rights and rule of law track (40% of EU funding)
- Decentralization and local governance

- Gender equality (ensure 40%+ women participation)
- Inclusive governance (marginalized regions and groups)
- Regional learning and exchange

Technical Support:

- Access to EU member state governance expertise
- Study visits to EU institutions (Brussels, Strasbourg)
- Connection to European governance academies
- EU governance standards and practices training

Coordination:

- Joint steering with USAID and other donors
- Coordination with EU member states for additional bilateral support
- Integration with other EU programs in Sudan

6. African Development Bank (AfDB)

Potential Financial Support: $1,000,000 - $1,900,000 (subject to board approval)

- Governance Capacity Building Facility: $500,000 - $1,000,000
- Jobs for Youth Program: $300,000 - $500,000
- Fragility and Resilience Facility: $200,000 - $400,000

Priority Areas:

- Public financial management training
- Regional integration and cross-border cooperation
- Infrastructure governance
- Agricultural sector governance

Value Addition:

- Continental perspective and Pan-African best practices
- Technical expertise in governance and skills development
- Regional networks and peer learning
- Convening power for high-level forums

Partnership Approach:

- Blended financing (grants and potential government loans)
- Co-financing with other development partners
- Direct government partnership through Ministry of Finance
- Results-focused with clear performance indicators

7. Sudan Business Leaders Forum (200+ member companies)

Financial Commitment: $400,000 over 5 years ($80,000 annually)

Company-Specific Pledges:

- **Zain Sudan:** $50,000/year + 5 internship positions
- **Dal Group:** $40,000/year + executive mentorship program
- **MTN Sudan:** $45,000/year + digital skills training support
- **Sudanese-French Bank:** $30,000/year + financial literacy training
- **Multiple SMEs:** Aggregate $100,000/year + various support

Non-Financial Support:

- Host fellows for private sector exposure visits
- Internships in corporate affairs, compliance, CSR departments
- Guest lectures on business-government relations
- Mentorship from business executives
- Employment consideration for Academy graduates

Advocacy:

- Public endorsements of program value
- Encourage other businesses to contribute
- Support Academy's government funding advocacy
- Promote positive narrative about youth in governance

8. African Union - Africa Governance Architecture (AGA)

Platform Support (No Direct Funding):

- Feature Sudan Academy in AGA knowledge products
- Facilitate exchanges with programs in Tunisia, Kenya, Rwanda
- Share lessons learned across Africa continent
- Document and disseminate best practices

Technical Assistance:

- Access to AGA governance experts
- Peer review of curriculum and methodology
- Support for M&E framework development
- Connection to global governance networks

Regional Exchange:

- Subsidized participation in AGA forums and conferences
- Fellow exchanges with other African governance academies
- Regional study tours (AU, IGAD, EAC headquarters)

- Pan-African Youth Governance Network participation

Visibility and Recognition:

- Recognition at AU Governance Forums
- Media coverage through AGA platforms
- AU endorsement letters and support
- Awards for outstanding program achievements

Continental Vision:

- Position Sudan Academy as flagship program in East Africa
- Model for post-conflict governance capacity building
- Contributor to AU Agenda 2063 goals
- Part of pan-African governance excellence movement

Summary of Stakeholder Support

Breadth of Buy-In

✅ **Civil Society:** 150+ organizations committed to partnership
✅ **Academia:** Premier university providing facilities, faculty, legitimacy
✅ **Government:** Policy support and progressive cost-sharing toward sustainability
✅ **International Donors:** $10+ million from USAID, EU, AfDB
✅ **Private Sector:** Business community financial and technical contributions
✅ **Regional Bodies:** African Union platform and continental networking

Financial Security

- **Total committed/pledged:** $12.1M - $13M (60%+ of $21.4M budget)
- **Diversified sources:** Reduces risk of single donor dependency
- **Progressive sustainability:** Government share increases from 10% to 30%
- **Multi-year commitments:** Enables long-term planning

Technical and Political Leverage

- High-level government endorsement ensures access and legitimacy
- University partnership provides academic credibility and quality assurance
- Civil society networks enable nationwide recruitment and deployment
- International expertise strengthens curriculum and methodology
- Private sector bridges public service and economic development

Sustainability Indicators

✅ Government progressive cost-sharing commitment
✅ University integration pathway established
✅ Private sector ongoing engagement
✅ Regional network inclusion for continuity
✅ Alumni giving potential
✅ Fee-for-service revenue opportunities

Key Success Factors Demonstrated

1. **Need Recognition:** Wide acknowledgment across sectors that this addresses critical gap
2. **Credibility:** Diverse stakeholders trust the model and leadership
3. **Complementarity:** Program fills gaps not addressed by existing initiatives
4. **National Priority:** Alignment with Sudan's transition and development agenda
5. **Regional Relevance:** Positioned as model for Africa
6. **Sustainability Commitment:** Multiple pathways beyond donor dependency

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Conclusion

The breadth and depth of stakeholder support—from Sudanese civil society and government to international donors and regional bodies—demonstrates that the Youth Governance Academy addresses a widely recognized need with a credible, contextually appropriate model.

With over $12 million committed, strong institutional partnerships, and clear pathways to sustainability, the program begins with a solid foundation for success and long-term impact on Sudan's democratic transition.

The Youth Governance Academy is ready to launch with strong stakeholder backing, adequate resources, and genuine commitment to building Sudan's next generation of democratic leaders.

END OF EXECUTIVE SUMMARY - ANNEXES A-G

Document Complete

This executive summary provides a comprehensive yet condensed overview of all seven annexes, suitable for presentations, proposals, and strategic planning while maintaining the essential details needed for implementation and stakeholder engagement.