

2 . 議事録

議事録

No . 1

面談・視察日時	2008年7月22日（火）13時30分～14時30分
訪問先	上ナイル州保健局
面談者	先方：Dr. Garang Kur Apiu: Acting Director General（DG）of SMOH of Upper Nile State Dr. Stanley Y. Ambajoro: Director General（DG）of Health Resource Department, MOH-GOSS（Gov. of Southern Sudan） 当方：杉下団長、阿久津団員、増井団員、渡慶次団員、川尻団員（別件調査）

面談要約（敬称は省略）:

1. ジュバより保健省人材育成局長が会議に出席し、今回の調査の経緯と同州保健局訪問の目的の説明
2. 杉下団長より、訪問承諾のお礼と人材育成機関及び保健医療機関の視察・訪問の依頼
3. Acting Director GeneralのDr. Garangより、同州における保健分野の現状は下記のとおり。
 - ・同州での保健医療分野の課題として、保健人材の不足、保健医療機関での機材の不備をあげられる。
 - ・レファラルシステムとして、三次レベルのマラカル教育病院、二次レベルの州病院、郡病院、一次レベルのPHCC及びPHCU（正確な数は不明）がある。現場では、医師不足が深刻であり、二次レベルの医療機関に専門医が不在の状況にある。
 - ・保健医療従事者数は現在、情報システムのなかでデータを収集中であり、詳細は不明である。
4. 同州における保健人材育成の現状は下記のとおり。
 - ・医学部がなく、ハルツームに依存している。
 - ・アラビア語の授業が実施され、英語による授業は難しい。
 - ・看護師の認定試験が実施されていない。
 - ・既に現存する助産師は中高年が多く、彼女らの提供できる技量レベルが低く、その多くが読み書きもできない。
 - ・同州の人材育成局の専任職員は3人、公衆衛生院の職員3人が兼任している。
5. 南部スーダンの現場で従事している主な保健人材は下記のとおり（Dr. Stanleyの回答より）。
 - ・医師、看護師、Clinical Officer、Public Health Officer、Nurse Midwife、Community Midwife（CMW）、Community Health Worker（CHW）、Traditional Birth Attendant（TBA）など。

No . 2

面談・視察日時	2008年7月23日（水）15時00分～15時30分
訪問先	上ナイル州保健局
面談者	先方：詳細は後日記載 当方：杉下団長、阿久津団員、増井団員、渡慶次団員、川尻団員

面談要約（敬称は省略）:

保健医療機関、人材育成機関を視察した後、2日間の調査結果をActing DG兼人材育成局長のDr. Garang に報告した。現状として、杉下団長より 施設の不備、若い人材の不足（人材の高齢化）

を指摘した。また、Dr. Stanley からPHCUの職員の掃除人の数11人は多すぎなので、減らして別の人材を雇用したほうがよいというアドバイスもあった。Dr. Garangはアラビア語での授業を英語へ移行するにあたって、4ヵ月間の英語学習を入れ、英語での授業を進める計画を立てている。また、保健分野においての今後の課題として、 機材の適所配置、 レファラルシステムの強化、 電力と水の整備、 道路（雨期には車両が通行できず、外部と遮断される地域がある）を含むインフラの整備など、をあげている。

No. 3

面談・視察日時	2008年7月23日（水）16時00分～17時00分
訪問先	マラカルUNICEF事務所
面談者	先方：面談者リスト参照。 当方：杉下団長、阿久津団員、増井団員、渡慶次団員、川尻団員

面談要約（敬称は省略）：

1. 保健人材の現状について：

- ・保健人材が都市部に集中し、地方には50歳以上の中高年が多く、若い人材が不足している。地方に赴任する人材に対して特別報酬（Incentive）の支給が必要である。
- ・EPI計画の実施は無給のボランティアに支えられているが、彼らを監督・評価する必要のある郡保健局の郡メディカルオフィサーが不在の郡がある。
- ・保健人材育成を十分に生かすためには、組織強化、インフラの整備、保健人材の意欲向上が必要であり、どちらが欠けても十分ではない。
- ・UNICEFは政府の年間計画に沿って、研修を支援し、UNICEFが独自に実施することはない。政府の年間計画は州レベルにて十分実施されているとはいえない。
- ・既に現存する施設を活用して、人材育成をすべきである。新たな建設は必要でない。
- ・多くのNGOが独自に研修事業を実施しているので、政府は十分に評価、監督し、あるいは支援をすべきである。

2. その他

- ・JICAが今後人材育成分野で支援する場合に適切な地域があるかという質問に対して、明確な回答は得られなかったが、雨期の時期に道路が不通になる地域があり、注意が必要である。
- ・UNFPAを介して、3年間、助産師へのDelivery Kitを全国規模で配布した。
- ・UNICEFは今後、日本と人材育成分野で協調できることを約束した。

No. 4

面談・視察日時	2008年7月24日（木）16時15分～17時15分
訪問先	南部スーダン保健省
面談者	先方：Dr. Monywiir Arop Kuol: Under Secretary, 保健省 Dr. Stanley Y. Ambajoro: DG of Health Resource Department, 保健省 当方：杉下団長、阿久津団員、増井団員、渡慶次団員

面談要約（敬称は省略）：

1. Dr. Stanleyより上ナイル州での調査の経緯を説明。
2. 杉下団長より、上ナイル州の調査結果を含めて、これまでの結果を踏まえて、支援の可能性と

なる下記の3点を提案した。

保健省から各州レベルへ諸々のシステム等の普及。例：カリキュラムの浸透など
監督・評価のできるメンターの活用

日本の無償資金協力を活用しての人材育成を支援するための環境づくり

3. 上記の提案についてDr. Monywa次官はほぼ賛同した。人材育成は保健分野に限らずすべての分野で重要である。今、必要であるのは、知識、技術、意欲である。マラカル市などの地方レベルの問題として、道路を含むインフラの問題は大きい。
4. カリキュラムについて:
 - ・現在、新カリキュラムが公衆衛生分野を除いてほぼ完成し、Yei、マリリンにてそのカリキュラムを使用してCHWの育成を開始した。
 - ・首都ジュバにおいては首都である所以からしばらくはCHWの育成はしない。
5. モデル校の建築
 - ・次官より総合保健人材育成機関のモデル校整備の提案があり、他の育成機関への模範となり、外部へのアピールとして最適であるとの意見。
6. その他
 - ・団長より、タスクフォースミーティングとコーチングチームの設置を提案し、次官の賛成を得た。前者は保健省、州保健局関係者、教育省の関係者、その他の関係者を交えての3ヵ月ごとの会議を実施する。次官によると、異なった分野で同様なタスクフォースミーティングは実施され、経験済みであるらしい。後者は保健省内に設置し、保健省関係者、学識者、教授法の専門家、モニタリングの専門家などが人材育成の活動のスーパービジョンを支援するものである。
 - ・次官よりの、リソースセンター設置の提案に対して、団長はタンザニアでの地方での成功例を提示した。

No. 5

面談・視察日時	2008年7月25日（金）15時15分～18時00分
訪問先	保健省、ステークホルダーミーティング
面談者	先方：保健省、WHO、NGO関係者（詳細は後日） 当方：宍戸所長、土肥企画調査員、木村専門家、 杉下団長、阿久津団員、増井団員、渡慶次団員

面談要約（敬称は省略）：

15:00のステークホルダーミーティングの打合せとして、次官と日本側とで保健省が提出した要請書と今回日本側で提案するプロジェクトのPDMへと移行した内容を説明し、おおむね了解を得た。

南部スーダン側9人、日本側7人の16人交えてのステークホルダーミーティングは、次官がこれまでの経緯、自己紹介、会議の目的などを説明し、杉下団長が現場の現状分析、プロジェクトの概要（目的、成果及び活動）について説明した。その後、参加者から下記のようなコメント及び意見交換等がなされた。

- ・JICAが行けない地域があるが、解除できないのか？（保健省人材育成局長）。これに対して、JICAが行けない地域は保健省自身でカバーしてほしい（団長）。

- 行ける地域に制限はあるが、状況次第で制限地域は減るものとする（所長）。
- ・活動内容から推察すると、ソフト面の支援しかないようだが、スーダンのインフラは劣悪なので、医療機関や人材育成機関の建設などが必要ではないか？ インフラの整備は基礎的なものであり、これなくして先に進めることができるのか？ これに対して、enabling environment観点からインフラの整備は大切であり、その方面の支援も検討するつもりである（団長）。人材育成の活動を進めながらインフラの整備も検討していく（所長）。
 - ・病院管理はジュバ教育病院のみが技術支援を受け、より良好な状況になった。ジュバのみに支援が集中し、マラカル市では専門医が不在である。インフラの整備と医師の研修を進めるべきである（保健省治療医学局長）。
 - ・保健人材の職場環境は良好ではない。真面目に働く人が少ない。インフラの問題も大きい。北部スーダンのオンドゥルマン産婦人科病院への医師の日本研修はそれなりに成果をあげたが、低いレベルの保健人材も技術向上すべきである。日本での研修に行ける人材はほんの少数であり、もっと多くの人材を対象にすべきである（保健省）。これに対して、以前の研修では北部と南部と同人数が研修を受けていたが、今年は南部のみの研修事業となっている（阿久津団員）。
 - ・リソースセンターの支援を期待しており、センターの意義は有益である（保健省）。保健人材育成の分野でのデータ収集、分析及び活用などもプロジェクトのなかでやるとよい（次官）。これに対して、考慮したい提案だが、Capacity Projectのノウハウと協力が必要である（団長）。
 - ・インフラの整備は是非必要である（Capacity Project）。
 - ・モデル校の建設をしてほしい（次官）。これに対して、この場で結論は出せない。プロジェクトを開始し、次第に広げていく（団長）。
 - ・ソフト面に関して今後日本側と協力して追加、修正をし、プロジェクトの概要を明確にしていく（次官）。

会議終了後、Capacity Projectのメンバーとで、保健人材育成情報システム等について意見交換した。

- ・リソースセンターはジュバ教育病院の一室にCapacity Projectの資金支援を受けてでき、現在パソコン、図書・雑誌などを設置している。パソコンではインターネットが使用でき、病院関係者なら誰でも使用できる。今後、マラカル教育病院とワウ教育病院にも同様なセンターを立ち上げ、3病院内インターネットで情報交換ができるようにする予定である。

No. 6

面談・視察日時	2008年7月29日（火）09時15分～10時30分
訪問先	保健省、ミニッツ協議及びミニッツ署名
面談者	先方：Dr. Monywiir Arop Kuol: Under Secretary, 保健省 当方：土肥企画調査員、木村専門家、 杉下団長、阿久津団員、増井団員、渡慶次団員、川尻団員

面談要約（敬称は省略）：

1. ミニッツに関する協議内容及び修正箇所は以下のとおり。
 - ・税金に関しては政府間合意文書において記載する。今回のミニッツは保健省とJICAとの合意文書である。

- ・1-4の「minimum」を「optimal」に修正し、「according to priority needs」を追加する。まず、保健省を優先に支援してほしいとの意見あり。
- ・現在の保健省内に専門家のための事務所スペースを設けることは非常に難しく、別棟を建設予定であり、その1室を考えている。いずれにしても十分に対処すること。
- ・プロジェクト実施経費は年々スーダン側の負担（2年目50%、3年目25%）が増えていくことが望ましい。また、Multi Donor Trust Fund (MDTF) や他ドナーからの支援金は特定の決められた目的の活動にしか使用できないので、このプロジェクトに使用することはできない。
- ・活動5-1の「coaching」を「mentoring」に修正。前者は上下関係があり、後者は共に働くという印象があるため。南部スーダンでは後者が受け入れやすい。ただし、日本では前者の言葉が浸透している。

2. その他

- ・中央エクアトリア州の州保健局との協議の許可及びそのアポイントメントを依頼する。
- ・総合的な保健人材育成機関（Health Academy）の構築について、日本側に支援を打診してきた。これに対して、団長より、そうした機関の整備は1援助機関ができるものではなく、多くのドナーの資金力と技術力、学術的な支援が必要であり、全体構想がしっかりと練りあがったところで開始すべきであると回答。
- ・小児病院の位置づけとして、同病院は州保健局と民間からの支援を受けており、保健省の管轄ではない。管轄機関である州保健局が今後どうしたいのか明確にすべきである。

3. 現地収集資料リスト

現地収集資料リスト

	資料の名称	言語	発行年	形態	発行者/ 入手先
1	APPROVED BUDGET 2008	英語	2007	Copy	GOSS-MOFEP
2	MANAGEMENT OF SEVERE ACUTE MALNUTRITION IN CHILDREN MALNUTRITION IN CHILDREN *	英語	2008	Copy	UNICEF
3	A Toolkit for Addressing Nutrition in Emergency Situations *	英語	2008	Copy	IASC
4	Curriculum for Training Certified Community Nurses	英語	-	Original	GOSS-MOH
5	Curriculum for Training Registered Nurses	英語	-	Original	GOSS-MOH
6	SUDAN HOUSEHOLD HEALTH SURVEY	英語	2006	Original	GOSS
7	Monitoring and Evaluation Framework and Operational Plan	英語	2007	Original	GOSS-MOH
8	SOUTHERN SUDAN UMBRELLA PROGRAM FOR HEALTH SYSTEM DEVELOPMENT	英語	2008	Copy	WB

*:NGO 保健フォーラムに参加した際入手した資料で、今回の調査に直接参考になる資料ではない。

GOSS-MOFEP:Government of Southern Sudan-Ministry of Finance & Economic Planning, IASC:Inter-Agency Standing Committee

Version 0(as of December 15, 2008)

ANNEX VIII Tentative Project Design Matrix (PDM)

Project Name: Human Resource Development for Health in Southern Sudan
Target group: GOSS-MOH, State MOHs and training institutions in Southern Sudan
Beneficiaries: Health officers and training providers in Southern Sudan (directly)
 Health service providers in Southern Sudan (indirectly)

Duration: Three (3) years (2009-2012)

Narrative Summary	Verifiable Indicator	Means of Verification	Important Assumptions
<p>【Overall Goal】 Health service delivery in Southern Sudan is improved by human resource development for health.</p> <p>【Project Purpose】 Quality and effective human resource development is strengthened by the organizational capacity development of GOSS-MOH and State MOHs.</p>	<ol style="list-style-type: none"> 1. Number of health personnel is increasing. 2. Knowledge and skills of health personnel are improved. 1. Needs and priority of human resource development for health are recognized and shared with stakeholders. 2. Number of trainings for health personnel aligned with Annual Plan of GOSS-MOH is increasing. 3. Knowledge and skills of the health officers and training providers are improved. 	<ol style="list-style-type: none"> 1. Operational reports of HRIS 2. Monitoring by GOSS-MOH and State MOHs 1. M/M of Steering Committee 2. HRIS and reports of the Project 3. Evaluation by the Project 	<ul style="list-style-type: none"> -GOSS- MOH and State MOHs harmonize and expand their and other stakeholders' activities concerning human resource development for health -GOSS-MOH and State MOHs manage to retain the trained personnel.
<p>【Outputs】</p> <ol style="list-style-type: none"> 1. The organizational capacities of GOSS-MOH and State MOHs are strengthened to perform effective implementation of Human Resource Development Policy and Annual Plan. 2. Human Resource Information System (HRIS) is strengthened by harmonized efforts of GOSS-MOH, State MOHs, training institutions and essential partners. 	<ol style="list-style-type: none"> 1-1 The results of organizational capacity assessment of GOSS-MOH and State MOHs are improved. 1-2 Operational Guideline of Annual Plan on Human Resource Development for Health is developed and applied. 1-3 Operational Guideline of supportive supervision and coaching between GOSS-MOH, State MOHs and training institutions is developed and applied. 2-1 Data on human resource development is collected in HRIS and shared with the stakeholders. 	<ol style="list-style-type: none"> 1-1 Capacity assessment (SWOT analysis etc) included in baseline survey and monitoring by the Project 1-2 Reports of the Project 1-3 Reports of the Project 2-1 Operational reports of HRIS 2-2 Reports of the Project 	<ul style="list-style-type: none"> -Development partners concerning human resource development for health continue their assistance and to work closely with GOSS-MOH and State MOHs. -GOSS-MOH and State MOHs conduct procurement of budget, teaching materials and personnel needed for activities concerning human resource development for health continuously.

<p>3. Capacities of training management are strengthened by pilot implementation by GOSS-MOH and State MOHs in a self-reliant manner.</p> <p>3-1 Knowledge and skills of the trainees of the pilot trainings are improved. 3-2 Number of feedback of training evaluation to HRIS is increasing. 3-3 Number of monitoring for trainees is increasing.</p>	<p>3-1 Evaluation by the Project 3-2 Operational reports of HRIS 3-3 Reports of the Project</p>	
<p>【Activities】</p> <p>1-1 To conduct baseline survey on human resource development in Southern Sudan 1-2 To discuss on middle and long-range vision of human resource development and make Action Plan of Strategic Plan for Human Resource for Health 2007-2017. 1-3 To develop Operational Guideline of Annual Plan on Human Resource Development for Health and make Annual Plan of GOSS-MOH and State MOHs under Operational Guideline by utilizing HRIS 1-4 To implement management trainings¹ to GOSS-MOH and State MOHs 1-5 To hold Stakeholder Meeting regularly to strengthen effective communication network 1-6 To develop Operational Guideline for supportive supervision and coaching between GOSS-MOH, State MOHs and training institutions 1-7 To provide necessary equipments, materials and facility rehabilitation for the improvement of working environment of priority State MOHs 1-8 To provide necessary equipments, materials and facility rehabilitation for the improvement of implementation environment of priority training institutions</p> <p>2-1 To support the development of HRIS which GOSS-MOH conducts with collaboration of development partners 2-2 To collect training data on human resource development and feedback to HRIS 2-3 To compile human resource development report based on HRIS</p> <p>3-1 To identify the priority training needs based on the result of baseline survey 3-2 To support curriculum and teaching material development and revision which GOSS-MOH conducts with collaboration of development partners 3-3 To implement a part of Annual Plan of GOSS-MOH as pilot trainings 3-4 To evaluate pilot training impact and to feedback to HRIS 3-5 To monitor the trainees of the pilot trainings and feedback to HRIS 3-6 To improve organizational structure and network for training management enhanced by pilot trainings implementation</p>	<p>【Inputs】 <JICA side></p> <ol style="list-style-type: none"> 1. Dispatch of experts 2. Trainings (in-country, in Japan and/or appropriate third countries) 3. Necessary machinery and equipment 4. Part of the expenses for project operation <p><Southern Sudanese side></p> <ol style="list-style-type: none"> 1. Assignment of counterpart and administrative personnel 2. Arrangement of Office Space for JICA experts/Project in the premises of GOSS-MOH 3. The expenses for project operation 	<p>【Important Assumption】</p> <ul style="list-style-type: none"> - Strategic Plan for Human Resource for Health 2007-2017 is continued without substantial change. - Allotment of counterpart is not changed frequently.
		<p>【Pre-conditions】</p> <ul style="list-style-type: none"> - GOSS-MOH prioritizes human resource development in the health sector development. - Economic and social situation of Southern Sudan is stable.

¹ e.g. leadership, teamwork, communication, plan making, monitoring and evaluation, Total Quality Management (TQM)

ANNEX IX Plan of Operation (the Project for Human Resources Development for Health in Southern Sudan)

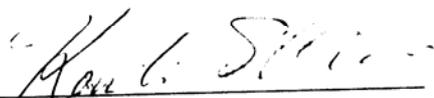
Output 1:		The organizational capacities of GOSS-MOH and State MOHs are strengthened to perform effective implementation of Human Resource Development Policy and Annual Plan.																																															
Activities		2009												2010												2011												2012											
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3									
1-1	To conduct baseline survey on human resource development in Southern Sudan																																																
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Output 2:		Human Resource Information System (HRIS) is strengthened by harmonized efforts of GOSS-MOH, State MOHs, training institutions and development partners.																																															
Activities		2009												2010												2011												2012											
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3									
2-1	To support the development of HRIS which GOSS-MOH conducts with collaboration of development partners																																																
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Activities		2009												2010												2011												2012											
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3									
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RECORD OF DISCUSSIONS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF
SOUTHERN SUDAN
ON
THE TECHNICAL COOPERATION PROJECT FOR
HUMAN RESOURCES DEVELOPMENT FOR HEALTH
IN SOUTHERN SUDAN

Japan International Cooperation Agency (hereinafter referred to as "JICA") represented by JICA Sudan Office, exchanged views and had a series of discussions with the Southern Sudanese authorities concerned on the measures to be taken by JICA and the Government of Southern Sudan for the successful implementation of the Project for Human Resources Development for Health in Southern Sudan.

As a result of the discussions, JICA and the Southern Sudanese authorities concerned agreed on the matters referred to in the document attached hereto.

Juba, 15 December 2008



Mr. Kenichi Shishido
Resident Representative
JICA Sudan Office
Japan International Cooperation Agency



Dr. Monywa Arop Kuol.
Undersecretary
Ministry of Health
Government of Southern Sudan



Witnessed by:
Mr. Aggrey Tisa Sabuni
Undersecretary
Ministry of Finance and Economic Planning
Government of Southern Sudan



Witnessed by:
Dr. Cirna Hiteng Ofuho
Undersecretary
Ministry of Regional Cooperation
Government of Southern Sudan



THE ATTACHED DOCUMENT

I. COOPERATION BETWEEN JICA AND THE GOVERNMENT OF SOUTHERN SUDAN

1. The Government of Southern Sudan will implement the Project for Human Resources Development for Health in Southern Sudan (hereinafter referred to as "the Project") in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan which is given in ANNEX I.

II. MEASURES TO BE TAKEN BY JICA

In accordance with the laws and regulations in force in Japan, JICA will take, at its own expense, the following measures according to the normal procedures under the Technical Cooperation Scheme of Japan.

1. DISPATCH OF EXPERTS

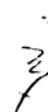
JICA will provide the services of the experts as listed in ANNEX II.

2. PROVISION OF MACHINERY AND EQUIPMENT

JICA will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project as listed in ANNEX III. The Equipment will become the property of the Government of Southern Sudan upon being delivered C.I.F. (cost, insurance and freight) to the Southern Sudanese authorities concerned at the boundary of Southern Sudan and/or airports of disembarkation.

3. TRAINING OF SUDANESE PERSONNEL IN JAPAN AND/OR THIRD COUNTRIES

JICA will receive the Southern Sudanese personnel connected with the Project for technical training in Japan and/or third countries.



III. MEASURES TO BE TAKEN BY THE GOVERNMENT OF SOUTHERN SUDAN

1. The Government of Southern Sudan will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.
2. The Government of Southern Sudan will ensure that the technologies and knowledge acquired by the Southern Sudanese nationals as a result of Japanese technical cooperation will contribute to the economic and social development of Southern Sudan.
3. The Government of Southern Sudan will grant privileges, exemptions and benefits as listed in ANNEX IV and will grant privileges, exemptions and benefits no less favorable than those granted to experts of third countries or international organizations performing similar missions to the JICA experts referred to in II-1 above.
4. The Government of Southern Sudan will ensure that the Equipment referred to in II-2 above will be utilized effectively for the implementation of the Project in consultation with the JICA experts referred to in ANNEX II.
5. The Government of Southern Sudan will take necessary measures to ensure that the knowledge and experience acquired by the Southern Sudanese personnel from technical training in Japan and/or third countries will be utilized effectively in the implementation of the Project.
6. In accordance with the laws and regulations in force in Southern Sudan, the Government of Southern Sudan will take necessary measures to meet:

- (1) Expenses necessary for transportation within Southern Sudan of the Equipment referred to in II-2 above as well as for the installation, operation and maintenance thereof;
- (2) Customs duties, internal taxes and any other charges, imposed in Southern Sudan on the Equipment referred to in II-2 above; and
- (3) Running expenses necessary for the implementation of the Project.

IV. ADMINISTRATION OF THE PROJECT

1. Undersecretary, the Ministry of Health, the Government of Southern Sudan (hereinafter referred to as "GOSS-MOH"), as the Project Director, will bear overall responsibility for the administration and implementation of the Project.
2. Director General, Human Resource Development and Planning Directorate, GOSS-MOH, as the Project Manager, will be responsible for the managerial and technical matters of the Project.
3. The JICA Chief Advisor will provide necessary recommendations and advice to the Project Director and the Project Manager on any matters pertaining to the implementation of the Project.
4. The JICA experts will give necessary technical guidance and advice to the Southern Sudanese counterpart personnel on technical matters pertaining to the implementation of the Project.
5. For the effective and successful implementation of technical cooperation for the Project, a Joint Coordination Committee will be established whose functions and composition are described in ANNEX VII.

V. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by JICA and the Southern Sudanese authorities concerned, at the middle and during the last six months of the cooperation term in order to examine the level of achievement.

VI. CLAIMS AGAINST JICA EXPERTS

The Government of Southern Sudan undertakes to bear claims, if any arises, against the JICA experts engaged in the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in Southern Sudan except for those arising from the willful misconduct or gross negligence of the JICA experts.

VII. MUTUAL CONSULTATION

There will be mutual consultation between JICA and the Southern Sudanese Government on any major issues arising from, or in connection with this Attached Document.

VIII. MEASURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT

For the purpose of promoting support for the Project among the people of Southern Sudan, the Government of Southern Sudan will take appropriate measures to make the Project widely known to the people of Southern Sudan.

IX. TERM OF COOPERATION

The duration of the Project under this Attached Document will be 3 years from the date of the first dispatch of experts (Now scheduled in February 2009).



ANNEX ARTICLE I	MASTER PLAN
ANNEX ARTICLE II	LIST OF EXPERTS
ANNEX ARTICLE III	LIST OF MACHINERY AND EQUIPMENT
ANNEX ARTICLE IV	PRIVILEGES, EXEMPTIONS AND BENEFITS FOR JICA EXPERTS
ANNEX ARTICLE V	LIST OF SOUTHERN SUDANESE COUNTERPART AND ADMINISTRATIVE PERSONNEL
ANNEX ARTICLE VI	LIST OF LAND, BUILDINGS AND FACILITIES
ANNEX ARTICLE VII	JOINT COORDINATION COMMITTEE



ANNEX

I MASTER PLAN

<Overall goal>

Health service delivery in Southern Sudan is improved by human resource development for health.

<Project Purpose>

Quality and effective human resource development is strengthened by the organizational capacity development of GOSS-MOH and State MOHs.

<Outputs>

1. The organizational capacities of GOSS-MOH and State MOHs are strengthened to perform effective implementation of Human Resource Development Policy and Annual Plan.
2. Human Resource Information System (HRIS) is strengthened by harmonized efforts of GOSS-MOH, State MOHs, training institutions and development partners.
3. Capacities of training management are strengthened by pilot implementation by GOSS-MOH and State MOHs in a self-reliant manner.

<Activity>

- 1-1 To conduct baseline survey on human resource development in Southern Sudan
- 1-2 To discuss on middle and long-range vision of human resource development and make Action Plan of Strategic Plan for Human Resource for Health 2007-2017
- 1-3 To develop Operational Guideline of Annual Plan on Human Resource Development for Health and make Annual Plan of GOSS-MOH and State MOHs under Operational Guideline
- 1-4 To implement management trainings¹ to GOSS-MOH and State MOHs
- 1-5 To hold Stakeholder Meeting regularly to strengthen effective communication network
- 1-6 To develop Operational Guideline for supportive supervision and coaching between GOSS-MOH, State MOHs and training institutions
- 1-7 To provide necessary equipments and materials for the improvement of working environment of priority State MOHs
- 1-8 To provide necessary equipments, materials and facility rehabilitation for the

¹ e.g. leadership, teamwork, communication, plan making, monitoring and evaluation, Total Quality Management (TQM)

improvement of implementation environment of priority training institutions

- 2-1 To support the development of HRIS which GOSS-MOH conducts with collaboration of development partners
- 2-2 To collect training data on human resource development and feedback to HRIS
- 2-3 To compile human resource development report based on HRIS
- 2-4 To make policies and plans on human resource development by utilizing HRIS

- 3-1 To identify the priority training needs based on the result of baseline survey
- 3-2 To support curriculum and teaching material development and revision which GOSS-MOH conducts with collaboration of development partners
- 3-3 To implement a part of Annual Plan of GOSS-MOH as pilot trainings
- 3-4 To evaluate pilot training impact and to feedback to HRIS
- 3-5 To monitor the trainees of the pilot trainings and feedback to HRIS
- 3-6 To improve organizational structure and network for training management enhanced by pilot trainings implementation

II LIST OF EXPERTS

Experts in the following fields will be dispatched by JICA.

- Chief Advisor
- Human Resource Development Planning
- Human Resource Information Management
- Facility Planning
- Equipment Planning
- Training Coordinator
- Other fields as necessary

III LIST OF MACHINERY AND EQUIPMENT

Machinery and equipment below will be provided by JICA.

- Part of equipment for State MOH
- Part of equipment for training
- One Project vehicle
- Other machinery and equipment as necessary

IV PRIVILEGES, EXEMPTIONS AND BENEFITS FOR JICA EXPERTS

The Government of Southern Sudan shall:

1. Exempt the JICA experts from income tax and other charges of any kind imposed

- on or in connection with the living allowances remitted from abroad.
2. Exempt the JICA experts from income tax, import duties and any other charges imposed on personal household effects brought into Southern Sudan.
 3. Use all available means to facilitate medical and other necessary assistance to the JICA experts.
 4. Issue, upon application, entry/exit visas and travel permissions for the JICA experts free of charge.
 5. Issue identification cards to the JICA experts to secure the cooperation of all governmental organizations necessary for the performance of the duties of the experts.
 6. Exempt the JICA experts from customs duties on import and export of machinery and equipment into or out of Southern Sudan by the JICA experts in connection with the Project activities.

V LIST OF COUNTERPARTS AND ADMINISTRATIVE PERSONNEL

Counterpart and administrative personnel below will be assigned by Southern Sudanese Government.

- Project Director: Undersecretary, GOSS-MOH
- Project Manager: Director General, Human Resource Development and Planning Directorate, GOSS-MOH
- Technical staff belongs to target groups as agreed
- Other support staff including administrative staff and secretaries as agreed

VI LIST OF LAND, BUILDINGS AND FACILITIES

The followings shall be provided and their maintenance be ensured as Southern Sudanese inputs.

- Office space for the experts in GOSS-MOH.
- Administrative and operational costs for the project, including those for electricity and water supply
- Other facilities and services mutually agreed upon, as necessary

The following will be provided by JICA.

- Arrangement of the office
- Part of rehabilitation of the training institutes

VII Steering Committee

1 Functions

Steering Committee shall be organized for the objectives below;

- 1) To formulate and discuss the activity plan of the Project
- 2) To share major achievements and products of the project.
- 3) To monitor and review overall progress and supervise the Project.
- 4) To enhance lessons learnt by the Project into scaling-up mechanism

2 Composition

The members of the committee will consist of the following officers;

1) Chairperson:

Undersecretary, GOSS-MOH
(Project Director)

2) Members:

- (1) Representatives from GOSS-MOH
- (2) Representatives from SMOHs
- (3) Representatives from Ministry of Regional Cooperation
- (4) Representatives from Ministry of Education, Science and Technology
- (5) Representatives from Ministry of Finance
- (6) Representatives from Development Partners
- (7) JICA Experts
- (8) Representatives from JICA Sudan Office

3/



