

Republic of Sudan

Higher Council for Decentralised Governance

**REPUBLIC OF SUDAN
STUDY ON DETAILED PLAN FOR
PROJECT FOR HUMAN RESOURCES DEVELOPMENT
FOR DARFUR
PHASE-II**

FINAL REPORT

July 2014

**Japan International Cooperation Agency
System Science Consultants Inc.
Earth System Science Co. Ltd.**

Photograph-1
Planning Workshop



During May 5-8, SMAP planning workshop was held at HCDG with over 80 participants including SMAP counterparts and representatives of relevant agencies.



Scene of group work (vocational training group). Ms. M. Ikawa facilitated the discussions among participants.



During workshop, JICA consultants delivered several lectures regarding project management. Photo shows a lecture on monitoring & evaluation by Mr. H. Tsuruta.



The water group developing procurement plan with Mr. H. Honma (Procurement specialist)



Participants of the workshop. Even during such a long four-day workshop, participants worked seriously on developing plan for SMAP-2 from morning to evening.



Ditto

Photograph-2
Site Visit



El Geneina, the capital of West Darfur State. Security is maintained by the government and UNAMID.



There are many donkeys in El Geneina. Donkey is a very important transport mean for goods including water.



Students of El Geneina Midwifery School. After 13 month training, they become Village Midwife (VMW). Dedication to the service for community women is the biggest motivation to be a VMW for them.



Equipment of midwifery school donated by JICA in SMAP phase-1. Some of them are damaged but generally in good condition.



Equipment of SWC donated by JICA in SMAP phase-1. Although the equipment has contributed to improve SWC's services, some of them are not fully utilized.



Borehole rehabilitated by SWC during SMAP phase-1. In phase-1, total 14 water facilities were rehabilitated in West Darfur.

Photograph-3

Site Visit (2)



Car garage in El Geneina. In addition to employees, there are 7 apprenticeships in this garage. In Darfur, over 30,000 business entities are registered in the microenterprises Union.



Shoeshine boys in El Geneina. In Darfur, it can be seen that many children work by many types of business.



A scene of short-term vocational training (welding) at El Geneina Industrial Secondary School (ISS). Training is sponsored by UNAMID/Red Crescent. Recently, interests of donors to vocational training increasing.



Training materials stored in the workshop (El Geneina ISS). It is in good condition but some of them donated by JICA in SMAP-1 are underutilized. Lack of registration is another issue to be improved.



Stakeholder workshop held in El Fasher: In this workshop, implementation agencies have presented draft plan of SMAP-2. Same types of workshops were also held in El Geneina and El Nyala.



On May 28, representatives of JICA Study Missions, HCDG and State Governments have signed the Minute of Meeting on the contents of SMAP-2.

EXECUTIVE SUMMARY

This is the Final Report of the study conducted by Japan International Cooperation Agency (JICA) from February to July 2014 to design a succeeding project of “Project on Human Resources Development in Darfur and Three Protocol Areas (2009 to 2013; called as SMAP)”. During this Study, JICA Team implemented a series of interview with key stakeholders and planning workshops in Khartoum and Darfur. Based on these activities, this paper explains the project context for SMAP-2 and proposed a project plan.

About this Study

1. Objective of this Study

The overall objective of the Study is to develop a detailed plan for “the Project on Human Resources Development in Darfur (SMAP) Phase-II”.

2. Duration

This study, including work in Japan, was carried out from February to July 2014 (Work in Sudan was 04 March to 31 March and 14 April to 30 May).

3. Target Areas

This study targeted at three Darfur states where SMAP-2 will be conducted;

- a) North Darfur State
- b) South Darfur State
- c) West Darfur State

4. Target Sectors

This study targets at the public services of the following four sectors and its service providers in three Darfur states mentioned above.

- a) Health/Maternal health care (State Ministry of Health: SMoH)
- b) Water and sanitation (State Water Corporation: SWC)
- c) Vocational training/Livelihood improvement (State Ministry of Education: SMoE and State Ministry of Finance :SMoF)
- d) Project management (SMoF)

5. JICA Study Team

This study was conducted by JICA consultant team composing of eight members in different specialties. In addition, seven members of JICA HQ Mission joined to review and finalize the detailed plan.

6. Activities

This Study includes following activities;

- a) Secondary data analysis

- b) Interview with relevant agencies
- c) Field survey in Darfur
- d) Procurement survey
- e) Planning workshops
- f) Stakeholder workshop in Darfur
- g) Cost estimation
- h) Project evaluation (Ex-ante evaluation)
- i) Preparing draft R/D, PDM and PO
- j) Preparatory work for implementation phase

Situation Analysis

The issues and challenges regarding the quality of public services and the institutional capacity of target service providers are identified as follows after the discussions with staff of relevant Ministries and other stakeholders, secondary data analysis and field observation.

1. Issues in Quality of Public Services

In general, public services in target sectors (including the services conducted in SMAP phase 1) commonly have following issues;

- Public services do not well reflect the needs of community peoples. Staff members of service providers (SMoH, SWC, and SMoE) are less aware of the importance of community needs and there is no mechanism that community participates in the process of planning, implementation and evaluation of the services.
- Effectiveness of public services is not considered and cost-effectiveness analysis has not been carried out by state governments. This might be affected by heavy dependency on donors in the service provision and too little operational budget allocated to service providers.
- Equity of public services is also not sufficiently considered because of a lack of annual implementation plan. Poor information of communities, water facilities and employment are constraints to determine the equity of the services.
- There is no system to evaluate public services in the State Government. This causes poor accountability of the services.

2. Issues in institutional Capacity of Service Providers

Issues of SMoH, SWC and SMoE /Technical Secondary School in the target states are summarized as follows;

- Opportunities of career development for the staff are quite limited. A certain number of training courses in SMAP phase 1 was not provided in a systematic manner. Lack of realistic training plan based on the job description and training needs survey is one of the constraints on the effective human resources development in target institutions.
- In the Darfur region, provisions of public services are largely dependent on UN agencies and NGOs while target institutions are only a part of members involved in their projects. This might prevent them from independently providing public services.
- Equipment provided in SMAP-1 has contributed to improve public services. However, the equipment maintenance system is not yet established. Under the current situation, it is difficult to accurately grasp the case of shortage or surplus of the equipment.

- Information system is commonly poor among target institutions. Without accurate information, it is difficult to plan and implement the effective service provision.
- Lack of guidelines/manuals for service provision is one of the constraints on the standardized and quality services.
- Shortage of budget, poor facility and equipment, outdated skills and knowledge of the staff, weak management systems are general issues facing target institutions. However, some potential are also recognized. Development framework of Darfur, such as the Darfur Development Strategy is in progress and this framework highlights the importance of the role of state government institution in service provision. Existence of some highly motivated staff in all target institutions could be considered as the largest potential for SMAP-2. Encouragement and good use of these staff will be a key factor of the success of the Project.

Planning of SMAP-2

During this study, a draft project plan for SMAP-2 was prepared through two different types of planning workshops. The first workshop was organized in Khartoum during the period of 5-8 May with total 83 participants who mainly represent the implementing agencies of three Darfur States. The second workshops were organized in each state capital of three Darfur states (El Fasher, El Geneina and El Nyala). In these workshops, key stakeholders in the states were invited and had discussions with staff of implementing agencies on the 1st draft plan. Reflecting opinions of these participants and information collected, the final draft was prepared by JICA Study Team and it is summarized as follows.

A. Project Title

The Project for Strengthening Peace through the Improvement of Public Services in Three Darfur States (SMAP-2)

B. Duration

January 2015 to December 2018 (48 month)

C. Target area

North Darfur State, South Darfur State and West Darfur State

D. Expected number of beneficiaries

Total 250,000 people who are expected to receive the improved public services in SMAP-2 and staff of implementing agencies

E. Responsible agency

Higher Council for Decentralized Governance (HCDG)
Directorate of Peace and Peaceful Coexistence

F. Implementing Agency

North Darfur State: 1) State Ministry of Finance
 2) State Ministry of Health
 3) State Water Corporation

- 4) State Ministry of Education
- South Darfur State:
 - 5) State Ministry of Finance
 - 6) State Ministry of Health
 - 7) State Water Corporation
 - 8) State Ministry of Education
- West Darfur State:
 - 9) State Ministry of Finance
 - 10) State Ministry of Health
 - 11) State Water Corporation
 - 12) State Ministry of Education

G. Project Director

General Rapporteur, HCDG

H. Objectives

[Super Goal]

Strengthening peace and stability of three Darfur states through improvement of quality of life of people in three Darfur states

[Overall Goal]

Public well-being is enhanced in three Darfur states

(“Well-being” is defined as conditions where public happiness, public trust and public services are fulfilled for the people.)

[Project Purpose]

Public services considering public needs are inclusively provided in pilot projects area and institutional capacity (planning, implementation, monitoring and evaluation) of the State Governments in the provision of public services is strengthened

I. Project Components

Component-1: Health

Supportive supervision for VMWs as the pilot project is expected to strengthen the capacity of VMWs and improve the current MCH services. In addition, community mobilization activities aim to enhance the problem-solving skills of community people in order to be able to manage their health. These supportive supervision and community mobilization activities will be provided as package to the total 15 targeted communities.

Through supportive supervision, Health Visitors visit individual VMW at home as well as provide group training to VMWs in the closest health facility. Also, community people’s behavior is expected to change through health education and promotion focusing on reproductive health, nutrition, EPI, IMCI and other important health topics such as malaria and HIV in the PHC package of FMOH. Community mobilization also promotes community group activities for the improvement of health and sanitation condition by organizing community groups, especially women’s groups, and providing small financial assistance for the activity.

For the capacity building of SMOH, training will be provided to enhance skills and knowledge necessary for the implementation of pilot projects. The lessons learned through the pilot project will be shared at regular Sector Technical Committee (STC) meetings, and the project will develop an operation manual on community mobilization based on the shared lessons learned.

Component-2: Water and Sanitation

Component 2 aims to improve the water access ratio of community people through the pilot project (rehabilitation of existing water yards, expansion of the distribution pipes, construction of new water yards), and improve the organization capacity of SWCs through OJT at the same time. Although construction of the water supply facilities is basically implemented by the private sectors, the project aims to provide more effective and efficient services through improvement of supervising and designing capacity of SWCs

The pilot project is planned to cover 57 communities (water yards) in three states. Beneficiaries are estimated to be approximately 160,000 (one hundred sixty thousand) by the end of the project. The pilot project of SMAP-2 has a feature that makes consideration of conflict prevention based on the needs of communities. The target community will be decided by agreement among SWCs, locality offices, and residents based on the selection criteria. Moreover, sanitary environment related to the water supply will be improved in collaboration with SMoH in SMAP-2. Planned activities are sanitary education to community and the proposal of sanitary water yard design. Dividing the water supply point between humans and livestock is particularly important for sanitation. It also has serious effect meaning for eliminating friction between inhabitants and nomads.

As for the capacity development for SWC staff, in addition to the training at DWST (Drinking Water and Sanitation Unit training Center), the project will support training at SWCs in order to expand training opportunities to staff of locality offices.

Lessons learned of the pilot project will be regularly shared with stakeholders at the sector technical committees. The project will develop a guideline related to water yard construction and rehabilitation.

Component-3: Employment and Skills Development

Darfur's labor market is characterized by diversified occupations and dominant microenterprises including informal economy. Under this context, to meet the labor needs, this component 3, employment/skills development, will implement three different types of training as pilot projects.

Integrated self-employment training for women is based on observation of high women's participation in labor market in Darfur. The training will target on self-employment in different skills areas. Some skills are popular among women, such as food processing and trading, and some are long existing business area in the region such as leather and handicrafts. Through this training, thanks to increased women's economic power, it is expected that subsequent positive effect may appear on family health and nutrition, and children's education.

Microenterprises take many youth, as apprentices. In Darfur, social merit of the apprentices is high as it offers opportunity of vocational training as well as social protection for the youth without proper employment. Focusing on this positive social aspect, this pilot project will enhance its function through training of the master craftsperson of the microenterprise and also provision of regular basic skills training for the apprentices. This will enable apprentices to obtain skills quicker and increase income through more effective and efficient training opportunities from the master craftsperson.

Short-term vocational training will be offered at ISS, which is a consecutive activity since the project phase 1. Darfur is at the stage of shifting from humanitarian emergency assistance to development assistance. Expectation toward vocational training at ISS is high. However, ISS is still under-capacitated for vocational training implementation and management. During the SMAP-2, capacity development will be aimed through pilot project implementation starting from training program development, implementation, to evaluation.

The characteristic of the component 3 is that the main C/P will be the State Ministry of Finance Department of Labor (SMoF-DOL). This component aims to provide vocational training programs that are effective for employment and entrepreneurship. This component has numerous concerned

institutions therefore it is extremely important to share common objective and implement activities in harmony. To facilitate coordination among stakeholders, State Employment and Entrepreneurship Committee (SEEC) will be established as a forum where stakeholders share information and coordinate activities centering SMoF-DOL.

Another feature of the component 3 is cooperation of private sector in provision of 3 kinds of vocational trainings. Official training institutions have strength in theoretical and technical trainings, but weak in connection to the world of work, which lead to the weakness in business and employment support. On the other hand, private sector has weakness in theoretical and technical training. The SMAP-2 aims to provide effective vocational training by enhancing both parties.

Effectiveness of these training should be periodically evaluated and flexibly adjusted for improvement. Lessons learned through the pilot projects will be collected and shared at the Sector Technical Committee (STC). These experiences will be arranged to guidelines (case study). These lessons will also serve as fundamental information for developing a State Employment/ Entrepreneurship Promotion Strategy.

Component-4: Project Management

The state governments have hardly evaluated the Strategic Plan of State or development projects, while recognizing themselves that they need to develop their capacity to conduct appropriate evaluation. Component 4 aims to enhance the capacity of Planning Directorate, State Ministry of Finance (SMoF) as well as the executive level of other implementation agencies to manage a project properly through monitoring and evaluation of pilot projects in three sectors, namely health, water and environmental sanitation, and employment and skills development. In order to support them to acquire knowledge, training will also be provided. After learning basic knowledge of project management, along with monitoring and evaluation of the pilot projects, the implementation agencies will have opportunities to evaluate other public service as well. It should be highlighted that inclusiveness in service delivery is one of the key issues to evaluate public service in Darfur. Based on these activities, project monitoring and evaluation manual will be developed.

J. Implementation Arrangement

1) Overall Operation and Management of SMAP-2

Overall supervision and policy guidance will be provided by HCDG with technical assistance of JICA Project Team.

2) Responsible Persons

Following seven persons are responsible for achieving project objectives and outputs at national and state level.

Project Director: General Rapporteur, HCDG

General Managers:

- Secretary General, North Darfur State
- Secretary General, South Darfur State
- Secretary General, West Darfur State

Project Managers:

- Director General, State Ministry of Finance, North Darfur State
- Director General, State Ministry of Finance, South Darfur State
- Director General, State Ministry of Finance, West Darfur State

3) Management Committees

In SMAP-2, following three committees will be setup to monitor the progress of the project. It will

also provide advice on the issues occurred and coordination with the implementing agencies.

- Joint Coordinating Committee
- State Project Management Committee (to be set at each state)
- Sector Technical Committee (to be set at each Project Component)

4) Implementation

Implementation of components in SMAP-2 is under the responsibility of each implementing agencies in three Darfur states.

K. Monitoring and Evaluation

The achievement of project objectives and outputs will be monitored and evaluated on the basis of performance indicators set in this plan. SMAP-2 and pilot projects will be regularly monitored through periodic reporting, mid-term and final evaluation study.

L. Risk Management

Because of the unique context, SMAP-2 is likely to be exposed to many types of the risks. To avoid the delay in the project schedule and any other negative impacts on the activities, SMAP-2 will take measures against foreseeable risks.

M. Cost Estimation of SMAP-2

1) Total Cost

Total cost of SMAP-2 is estimated to be USD 14.7 million.

2) Local Components

The Sudanese Government (including State Governments) is responsible for financing a certain portion of the pilot project cost as local component. This ratio will be annually increased, 10% in the first project year, 15% in the second year, 20% in the third year and 25% in the fourth year.

RECOMMENDATIONS TO IMPLEMENTATION OF SMAP-2

1. Integrity of implementing agencies under common goal

SMAP-2 recognizes the value of public service as people's confidence gained by the state government. This means the pilot project is evaluated by people's understanding and satisfaction, not by the quantity or technique. The most important is building the good relationship between the state government and community people through the service provision, and this is the common goal across different sectors. In SMAP-2, 13 different government institutions will manage the pilot project in different sectors and areas. Therefore, if each person just looks from a point of view of the organization where he/she belongs, it becomes impossible to generate a sense of belonging as SMAP-2. In order to avoid the fragmentation of each organization, it is important to be aware of the overall optimization all the time by sharing the common goal and the success scenario. A code of conduct as SMAP-2 member could be considered as another effective method. In order to enhance a sense of belonging, it is important to have the opportunity for all the participating members to discuss and think over what the public service should be like and how the service can be improved together even under the unstable condition of the conflict area.

2. Close Communication

Communication is a matter of the utmost importance in the remote project management. This includes communication between JICA project team and each state implementing agencies as well as the internal communication within the implementation agency. The former is already designed to be established in the project to some degree in the form of monthly report and quarterly STC meeting and SPMC meeting. It is desired that Japanese experts are dispatched in a way that enables this communication system to function. The latter is the communication between the senior officials and other staff in the implementing agency, in other words the communication within the Pilot Project Implementation Team. If this communication does not properly function, JICA experts' advice does not reach the ground. Also, when the voice of the Pilot Project Implementation Team is not heard by the senior officials, JICA team will not be able to understand what is happening in the field. Therefore, it is necessary to check whether the internal communication within the implementing agencies is smoothly made through regular meetings. It is also important to consider the establishment of communication flow such as "JICA-field coordinator-state ministry staff" by employing the field coordinator other than "JICA-senior officials-state ministry staff" in order to mitigate the risk concerning remote project management.

3. Flexible project operation

This project not only targets at conflict-affected area but also contains such a complicated implementation structure. Due to these challenges, it is highly likely that project activities cannot be carried out as planned because of the unexpected incident. Therefore, flexibility is important to make arrangement in response to the unexpected sudden change in the circumstances by understanding the situation and making a quick decision. This detailed study summarizes the measures against the foreseeable risks. When starting the SMAP-2, these measures should be made more concrete and clarified as well as the communication system for approving changes in the plan and sharing information should be established.

4. Enhancing motivation of the staff

The success of the project does not lead to increase the salary or promotion of the staff working on the project. In such circumstances where economic incentives do not easily work, the strong leadership from the management level of each implementing agencies is essential. The senior officer positions such as Directors should understand that motivation is the most important in addition to knowledge and skills for human resource development to achieve one of the project objectives, to strengthen the capacity of human resources. While training can improve knowledge and skills, only superiors can raise the staff's motivation. It is their responsibility to raise their commitment as civil servant by appropriately evaluating staff's capacity and achievement and correcting problems seen in the office. The top of each department including DGs should hand over their power to the middle-level staff in terms of the tasks assigned in the SMAP-2. The key to the success depends on the degree to which the personnel who can autonomously act are trained.

5. The best use of competent personnel beyond the sectors and agencies

The fact that many organizations and persons participate in the SMAP-2 means the difficult project management as well as the potential involvement of competent personnel. The JICA project team should have a clear understanding of what kind of persons are working and what kind of skills they have in each organization in order to fully utilize the available asset of the human resources. Utilizing such motivated and competent staff regardless of sectors and organizations would greatly improve the efficiency of the project. It is important to consider how to strengthen their capacity by giving a chance of training and promoting the communication.

6. Selection of target communities and persons

A great deal of equity must be considered in the selection of pilot project areas and target people from the aspect of the principle of public services as well as the conflict prevention and peace promotion. At the same time, it is necessary to understand that equity may have to be compromised due to the difficulty in access, limited information, and the government policy in the current situation where the conflict is not terminated yet. It will be necessary to set the selection criteria in different levels, and the equity in the public service can be maintained even after the project if the selection criteria are determined by the implementing agencies, not by JICA project team. The process where the C/P learns equity and the consideration of conflict influence first, develops simple criteria, and improves the criteria through the implementation of pilot project might be one option to be considered. Although this project is aimed at peace-building, it is recommended to target at the community close to the state capital or others where the leadership is seen as more influential and people show solidarity at the initial stage of the project rather than challenging communities which have been seriously affected by the conflict.

7. Behavior with respects for local values

In comparison with the phase 1, SMAP-2 has more activities that require participation of community people. While the Sudanese Government is sensitive to the sensitization by foreign countries, many Western aid agencies have been ordered to stop their activity or expelled from the country because they are believed to inspire the idea of "wrong democracy." Considering this fact, all the project staff should act with respect for local values. Moreover, good communication with government organizations including HAC and DRA should be made in order to avoid their misunderstanding of the project.

8. Training of Sudanese project staff

The management of SMAP-2, which includes a wide range of tasks, is remarkably complex, and the number of Japanese experts is limited. In such condition, the quality of the Sudanese staff largely affects the operation and management of the project. With the main role of coordination with implementing agencies, they are required to have a certain level of expertise as well as competent communication skill and cooperative personality. The quality report writing skill and high performance of a large volume of tasks are also important. Training including the introduction of the project content is essential as recruiting such all-round staff is almost impossible. Therefore, the training of the Sudanese staff should be considered to make the smooth project management possible.

9. Realistic security management

Security comes the first of the project implementation. Realistic security management is necessary both for the JICA Project team and C/P to ensure the security as well as yield the fruitful result under the unstable security condition in Darfur. Therefore, it is important to consider the possible mitigation measures and realistic security management beforehand based on the correct information, assuming the all security risks.

10. Ensuring local component

Operating expenses, personnel expenses and local component of each State implementing agency are the precondition for the implantation of SMAP-2. Ensuring local component which is planned to increase annually is critical. Nonetheless, as the budget needs to be assessed with appropriate evaluation of actual expenses, implementing agencies have responsibility for fulfilling their accountability obligations including project accounting. SMoF is also expected to carry out the project evaluation.

11. Ensuring project staffing

SMAP-2 is expected to be a significant opportunity to support the HCDG's important mission of peace-building. However, as the newly established Peace and Peaceful Coexistence Directorate is facing the staff shortage, it is strongly recommendable to recruit the necessary number of staff by the time when SMAP-2 starts. The appropriate staff arrangement by ensuring the necessary number as well as considering the staff capacity, current work load, and the assigned responsibility is also greatly desired for the Pilot Project Implementation Team at implementing agencies.

12. Strengthening relationships between States and Federal government

The policy of the federal government largely influences on the peace-building in Darfur. Therefore, each state implementing agency should share information actively with its line federal ministries, taking a chance of attending various meetings held in Khartoum. In addition, lessons learned from SMAP-2 can be effective to improve public services in other conflict-affected areas including East and Central Darfur states, and protocol areas. The implementing agencies are strongly expected to make a substantial contribution to the recovery and reconstruction of these areas in collaboration with the federal government. In this respect, training in Japan when federal as well as state ministries join together can be effective in strengthening the relationship between them. Japanese experts should promote information sharing between the state ministries and federal lines ministries.

13. Practical Coordination with other project

The coordination with other JICA projects is essential while several projects in health, water, and vocational training sectors are currently being implanted or planned. Especially, SMAP-2 will need cooperation with the C/P of the "Human Resources Development for Water Supply in Phase 2", namely DWSU and DWST for the training for SWC staff. It is important to discuss and share the training plan and evaluation result at regular meetings to ensure the practical coordination.

14. Information sharing with other peacebuilding projects

The flexible project management using various measures is required in the conflict-affected area where the circumstances are very complex. However, there are not sufficient practical lessons related to this approach yet. This SMAP-2 is one of the exceptional cases that involve unique elements such as multiple sectors, many implementing agencies in a vast area, remote management, and capacity building of public service management under the on-going conflict. The constant improvement by collecting information from other peace-building projects and verifying the approach, and adopting the effective method during the four-year project period is desired.

15. Collaboration with the Embassy of Japan

The Embassy of Japan in Sudan has shown deep interest in SMAP-2, recognizing it as the project promoting "the consolidation of peace," one of the three prioritized areas in the Japanese assistance to Sudan. As the Embassy of Japan pointed out that the past assistance in conflict-affected areas, including the assistance via UN agencies, had weak accountability for the result, it is important for SMAP-2 to fulfil the evidence-based accountability obligations with objectivity by applying the scientific evaluation method and examining the result with the external experts. The result of the pilot project might be published as the academic paper in case when highly educated C/P is available such as SMOH. This may be effective in the capacity development. As the outcome of the project will have meaning through being widely recognized, the project activities include public relations activity such as Darfur Campaign. In order to increase Japanese presence in peace-building, promotion of public relations activities in cooperation with JICA and the Embassy of Japan is desired. Regarding the Embassy of Japan, the cooperation in other assistance scheme such as Grant Aid for Grassroots and

Grant Aid via UN organizations is also expected.

16. Scheduled commencement of SMAP -2

During the detailed planning study, both JICA mission team and the Sudanese Government agreed on the commencement of SMAP-2 in January 2015 after the signing of the Record of Discussions (R/D) in August 2014. As SMAP-2 aims at strengthening the public service management, management is expected to become easy if the same fiscal year is applied both in the State Ministry and the project. The smooth preparation is expected to ensure the commencement of the project in January 2015 as scheduled since the fiscal year of the Sudanese Government including state ministries starts on the 1st of January and ends on the 31st of December. In addition, it is desired to make the agreement on the project cost and local component with the Sudanese side (Director General of State Ministry of Finance in each state) at the time of signing R/D. It is important not only to ask for bearing a part of the expenses but also to present the whole budget of the project excluding the personnel expense of JICA experts.

Currency

Currency	As of June 2014	Sudan Pound (SDG)
Exchange Rate ***	As of June 2014	USD 1 = JPY 101.68
		USD 1 = SDG 5.669
		JPY 1 = SDG 0.055754
		SDG 1 = JPY 17.936
		*** JICA exchange rate

Fiscal Year

Sudan:	1 st January to 31 st December
Japan:	1 st April to 31 March

Abbreviation and Acronyms

AHV	Assistant Health Visitor
ANC	Antenatal Care
C/P	Counterpart
CHP	Community Health Promoter
CHW	Community Health Worker
DDS	Darfur Development Strategy
DRA	Darfur Regional Authority
DWST	Drinking Water and Sanitation Unit Training Center
DWSU	Drinking Water and Sanitation Unit
FHC	Family Health Center
FHU	Family Health Unit
FMoH	Federal Ministry of Health
HAC	Sudanese Humanitarian Aid Commission
HCDG	Higher Council for Decentralized Governance
HIV	Human Immunodeficiency Virus
HV	Health Visitor
IDP	Internally Displaced People
IMCI	Integrated Management of Childhood Illness
IOM	International Migration Organization
IPRSP	Interim Poverty Reduction Strategy Paper
ISS	Industrial Secondary School
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency

KVTC	Kassala Vocational Training Center
M/M	Minute of Meeting
MCH	Maternal and Child Health
MDG	Millennium Development Goal
MEU	Microenterprises Union
MMR	Maternal Mortality Ratio
MoE	Ministry of Education
MoF	Ministry of Finance
MoGE	Ministry of General Education
MoHESR	Ministry of Higher Education and Scientific Research
MoHRD&L	Ministry of Human Resource Development and Labor
NCTTE	National Council for Technical and Technological Education
NGO	Non-governmental Organization
NHSSP	National Health Sector Strategic Plan
ODA	Official Development Assistance
Off-JT	Off the Job Training
OJT	On the Job Training
PDCA	Plan-Do-Check-Act
PDM	Project Design Matrix
PHC	Primary Health Care
PHCC	Primary Health Care Center
PO	Plan of Operations
RH	Reproductive Health
SBA	Skilled Birth Attendant
SCVTA	Supreme Council for Vocational Training and Apprenticeship
SDG	Sudanese Genaih (Pound)
SEEC	State Employment and Entrepreneurship promotion Committee
SMAP	Smart Public Service “Project on Human Resources Development for Darfur and the Three Protocol Areas”
SMoH	State Ministry of Health
SPMC	State Project Management Committee
STC	Sector Technical Committee
SWC	State Water Corporation
T/C	Technical College
TBA	Traditional Birth Attendant
TICAD	Tokyo International Conference on African Development
TOT	Training of Trainers
TVET	Technical and Vocational Education and Training
UN	United Nations

UNAMID	United Nations-African Union Mission in Darfur
UNDP	United Nation Development Program
UNEP	UN Environment Program
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNOCHA	United Nations Office for Coordination of Humanitarian Affairs
VMW	Village Midwife
VTC	Vocational Training Center
VTMW	Village Trained Midwife
WES	Water and Environmental Sanitation
WHO	World Health Organization

Study on Detailed Plan for Project for Human Resources Development for Darfur Phase-II
Final Report

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2. Sector Plan: Water and Sanitation
3. Sector Plan: Employment and Skills Development

CHAPTER 1

OUTLINE OF THE STUDY

1. BACKGROUND

In Darfur region of the Republic of Sudan (hereinafter referred as Sudan), the project target area, the conflict that evolved in 2003 has not yet ceased. Still now, twenty percent of the population, 1.4million people live in camps as internally displaced people (IDP). In many IDP camps, opportunities for economic activities are limited and thus their lives are largely depending on humanitarian assistance. Development of the region is lagged behind, and frequent armed attack by anti-governmental movements and militia as well as conflict over resources significantly affects the instability of Sudan.

To resolve conflict and prevent the recurrence of conflicts, along with the political dialogue, equally important is to reduce economic gap among the regions and/or between different ethnics. JICA, in this context, implemented Project on Human Resources Development for Darfur and the Three Protocol Areas (SMAP-1) from June 2009 till May 2013. SMAP-1 was conducted in three most needed sectors: Water, Maternal Health and Vocational Training. SMAP-1 aimed to build capacity of the state government institutions through three approaches: (1) Provision of equipment, (2) Pilot project in the three sectors led by the state government, and (3) Training of Trainers (TOT) in Khartoum.

Valuable outputs were made. Water sector achieved 71 boreholes rehabilitation, maternal health sector achieved to provide village midwife (VMW) in-service training for 2,600 VMWs, and vocational training sector achieved to provide training to 1,100 people including TOT. Practical skills development through these activities helped to capacitate the state government staff. However, the limitation of Japanese experts' trip to the project site prevented the project to work closely with the counterparts (C/P) on daily basis. There are still remaining issues such as quality and content of the public service to meet the people's needs, and institutional capacity building beyond individual staff development.

Continuous capacity building of the state government was needed to tackle these issues, and thus the government of Sudan requested the Government of Japan for the Project on Human Resources Development for Darfur and the Three Protocol Areas Phase 2 (SMAP-2). SMAP has three notable features. First of all, Darfur is still undergoing long-lasting conflict, which therefore requires special attention to be paid. Second, this project is remotely implemented and monitored by JICA experts whose office will be located in Khartoum. Thirdly, there are extremely many C/Ps because SMAP is multi-sector project and target area covers three states. Under these unique circumstances, the plan becomes complex. One of the key for successful operation of the project is to make stakeholders understand the contents and make consensus of the project plan. In this regard, this study mission took participatory planning approach and discussions were made so that the C/Ps understood deeply about the project plan.

This is the final report of the two field surveys made between 4th March and 4th June in 2014.

2. OBJECTIVE

The overall objective of the study is to develop detailed plan for “the Project on Human Resources Development in Darfur (SMAP) Phase-II”.

3. DURATION

This study, including work in Japan, was carried out from February to July 2014 (refer to the daily

schedule in Annex-1).

4. TARGETS

(1) Target Areas

This study targeted at three states in the Darfur region where SMAP -2 will be conducted;

- a) North Darfur State
- b) South Darfur State
- c) West Darfur State

(2) Target Sectors

This study targets at the public services of following 4 sectors;

- a) Health (Maternal health care)
- b) Vocational training/Livelihood improvement
- c) Water and sanitation
- d) Public service management

5. ACTIVITIES

This Study includes following activities;

- a) Secondary data analysis
- b) Interview with relevant agencies
- c) Field survey in Darfur
- d) Procurement survey
- e) Planning workshops
- f) Stakeholder workshop in Darfur
- g) Cost estimation
- h) Project evaluation (Ex-ante evaluation)
- i) Preparing draft R/D, PDM and PO
- j) Preparatory work for implementation phase

6. JICA STUDY TEAM

(1) Consultant Team

JICA consultant team headed by Mr. Sachio Yamamoto was composed of the following eight members.

Table 1-1: List of JICA consultant team

Title	Name	Assignment Period
1. Project Manager/Project Management	Sachio Yamamoto	Feb. to July 2014
2. Procurement/Cost Estimation (1)	Hironori Honma	Feb. to July 2014
3. Procurement/Cost Estimation (1)	Toshiharu Hata	Apr. to July 2014
4. Maternal and Child Health	Sakiko Yamaguchi	Feb. to July 2014

Title	Name	Assignment Period
5. Vocational Training/Livelihood	Mariko Ikawa	Feb. to July 2014
6. Water and Sanitation	Tadashi Sato	Feb. to July 2014
7. Project Evaluation	Hirohumi Tsuruta	Apr. to July 2014
8. Security Management/Project Coordinator	Akiko Kaiho	Feb. to July 2014

(2) Sudanese Staff

During the study period, total seven Sudanese staffs were recruited to support the JICA Study Team.

Table 1-2: List of Sudanese project staff

Title	Name	Assignment period
1. Coordination	Mr. Osama Mirghani	Apr. to Jun. 2014
2. Project Officer (Health)	Ms. Khadija Hassan	Apr. to Jun. 2014
3. Project Officer (Vocational training)	Mr. Ibrahim Khalid	Apr. to Jun. 2014
4. Project Officer (Water & sanitation)	Mr. Tarig Bukhary	Apr. to Jun. 2014
5. Procurement Officer	Mr. Abdullah Hassan Omer	Apr. to Jun. 2014
6. Procurement Officer	Mr. Adam Eissa Gasim	Apr. to May. 2014
7. Administration and Finance Assistant	Ms. Lubna Fathelbab	Apr. to Jun. 2014

(3) JICA Study Mission

During the period from May 13 to May 28, the study mission from JICA headquarters visited Sudan to oversee the study and prepare PDM (Project Design Matrix). Team members are as follows.

Table 1-3: List of JICA study mission members

Title	Name	Affiliation	Duration
1. Team Leader	Naoyuki Ochiai	Economic Infrastructure Dept.	16 May – 28 May 2014
2. Coordination	Koji Demizu	Economic Infrastructure Dept.	13 May – 28 May 2014
3. Peace Building	Yuko Dohi	Economic Infrastructure Dept.	13 May – 26 May 2014
4. Health	Yoko Kotoura	Human Development Dept.	17 May – 23 May 2014
5. Water	Akihiro Miyazaki	Global Environment Dept.	18 May – 23 May 2014
6. Employment	Shinichiro Nakahara	Senior Advisor on Vocational Training	13 May – 23 May 2014
7. Regional Strategy	Kensuke Oshima	Africa Dept.	21 May – 26 May 2014

7. COUNTERPART INSTITUTIONS

The total 13 counterpart agencies in different areas are as follows.

Table 1-4: List of Sudanese counterpart institutions

Governments	Organizations
Federal Government	1. Higher Council for Decentralized Governance
North Darfur State	1. State Ministry of Finance
	2. State Water Corporation
	3. State Ministry of Health
	4. State Ministry of Education; El Fasher Technical Secondary School
West Darfur State	1. State Ministry of Finance
	2. State Water Corporation
	3. State Ministry of Health
	4. State Ministry of Education; El Geneina Technical Secondary School
South Darfur State	1. State Ministry of Finance
	2. State Water Corporation
	3. State Ministry of Health
	4. State Ministry of Education; El Nyala Technical Secondary School

Table 1-5: List of Federal ministries supervising SMAP's counterpart agencies

Sector	Organizations
Health	Federal Ministry of Health; Department of Primary Health Care
Water	Federal Ministry of Water Resources and Electricity; Drinking Water and Sanitation Unit
Vocational Training	Federal Ministry of General Education, Department of Technical Education
	National Council for Technical and Technological Education
	Supreme Council for Vocational Training and Apprenticeship

8. MAJOR ACCOMPLISHMENTS

A. Interview with relevant agencies

The study team members conducted interviews with key stakeholders in Khartoum. They are;

- Federal Ministries and government institutions that are responsible for supervising state implementing agencies of SMAP-2
- UN agencies and NGOs that conduct relevant activities in Darfur and/or in health, vocational/livelihood training and water & sanitation sectors.
- JICA Projects in health, vocational training, water and public services.

B. Field survey in Darfur

During the study period, JICA Study team conducted three times of field visits to El Fasher /North Darfur (one time) and El Geneina /West Darfur (two times) to see the current situation of the C/P agencies and project beneficiaries. Because of the security reason, the number of team members and

stay time were limited, which consequently limited the information obtained from the field.

Table 1-6: Summary of field visit by JICA Study team

Date	Place	Contents/Remarks
16 March- 20 March 2014	El Geneina	Holding sector meetings with each C/P and relevant community members to interview about current issues facing in delivering prioritized public services. Initially, the mission to El Fasher was planned after El Geneina, but it was cancelled because of the security situation in North Darfur State.
29 April- 1 May 2014	El Fasher	Holding sector meetings to collect the same information as gathered in El Geneina. Because of the security reason, all meetings were held at the State Ministry of Finance, and the Study Mission Team could not visit each C/P to confirm the status of equipment etc. In addition, since the time the Study Mission Team was allowed to spend for their activity was only for a day, it was difficult to collect comprehensive information.
18 May – 22 May 2014	El Fasher, El Geneina	Holding stakeholders workshops to explain the draft plan of pilot projects, which was developed in the planning workshop in Khartoum. After the presentation from each implementation agency, Q&A session was conducted to exchange opinions on the plan between the presenters and other participants.

C. Procurement survey

The price, procurement and transport information were collected from suppliers in Khartoum to develop the cost estimation and procurement plan for SMAP-2.

D. Planning workshops

The Planning workshop is organized during 5 to 8 May 2014 by over 80 participants. In this workshop participants will discuss key element of project plan (Sector Plan) under facilitation by JICA Study Team. Its program is attached in Annex-2.

In order to support participants, planning workshops was undertaken in combination with short lectures and discussions. These lectures presented by JICA Study Team members covered topics related to planning of SMAP 2, as follows.

- What is quality public service?
- Basic of project management
- Project monitoring and evaluation

Table 1-7: Summary of planning workshops

Title of Workshop	Date/Place	Participant	Contents
Planning Workshop	5 May – 8 May 2014 Khartoum	HCDG, implementation agencies from 3 Darfur states, relevant federal ministries, union and development partners, JICA staff (Total 83 participants)	Participants were divided into 4 groups, namely Health, Water and Environmental Sanitation, Employment and Skills Development and Project Management. Each group set their plan and cost estimation of pilot projects. Moreover, JICA experts delivered lectures which support the participants to plan pilot projects effectively.

Stakeholders Workshop in North Darfur	19 May 2014 El Fasher	Implementation agencies of State, community leaders, Women Union, Youth Union, Microenterprises Union, HCDG, JICA Staff (Total 61 participants)	Implementation agencies at state level (SMoF, SMoH, SMoE, and SWC) explained the draft plan of pilot projects, which was followed by the Q&A session that allowed the participants to exchange opinions.
Stakeholders Workshop in West Darfur	21 May 2014 El Geneina	Same with above (Total 65 participants).	Same with above
Stakeholders Workshop in South Darfur	26 May 2014 El Nyala	Same with above (Total 70 participants). As Japanese experts were not allowed to visit South Darfur, National Staff participated in the workshop.	Same with above

E. Stakeholder workshop in Darfur

A draft plan that had been prepared through above workshop was reviewed by stakeholders in Darfur (El Fasher, El Geneina and El Nyala). Stakeholders include decision makers of the state governments, community people, representatives of private sector, and civil society, etc. Results of discussions and recommendations were reflected into the plan.

F. Cost estimation

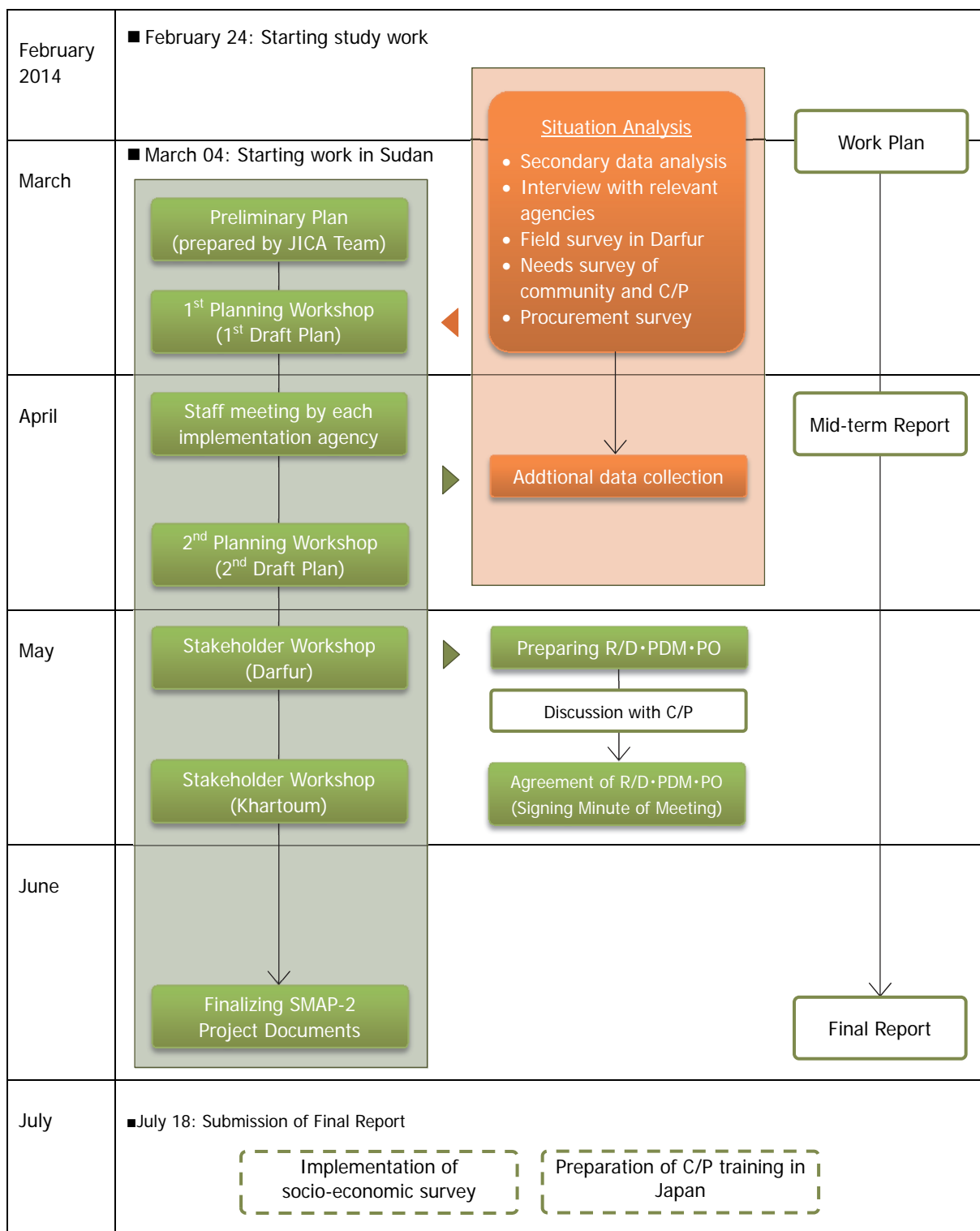
Based on the draft sector plan, cost estimation by sector and cost category was developed by the JICA Study Team.

G. Project evaluation (Ex-ante evaluation)

The Project Plan developed during a series of workshops was evaluated to estimate impacts on the project objectives (capacity development of service providers) in terms of 1) Relevance, 2) efficiency, 3) effectiveness, 4) impact and 5) sustainability.

H. Preparing draft R/D, PDM and PO

A set of documents, Record of Discussion (R/D), Project Design Matrix (PDM) and Plan of Operation (PO) is the signed official documents that formally define and authorize a project. These documents prepared by JICA Study Team and JICA HQ Mission were approved by the Sudanese Government and was signed by General Rapporteur and Secretary General of three Darfur states on May 28, 2014.



Abbreviations: R/D: Record of Discussion, PDM: Project Design Matrix, PO: Plan of Operation

Figure 1-1: Work flow of the study (original plan)

CHAPTER 2

SITUATION ANALYSIS

1. HEALTH SECTOR (Maternal and Child Health)

(1) National Policy and Targets

Many strategies have been already developed in the health sector where many players such as development partners including relevant UN agencies and NGOs are engaged. Under these strategies, many national projects have been implemented as well. One of such strategies, “National Health Sector Strategic Plan II (2012-16) (NHSSPII)” presents the following strategic objectives:

- 1) Improved equity in access and utilization of health service;
- 2) Improved responsiveness and efficiency of the health system to the people’s expectations and needs

The strategic directions to achieve these objectives emphasize;

- 1) Improvement of PHC coverage especially in rural areas
- 2) Strengthening referral care by improving/ensuring the quality and efficiency of hospital services (especially in secondary and tertiary hospitals)
- 3) Ensuring social protection by increasing health insurance coverage

Considering the equity and effectiveness, the Strategy is strongly focused on the improvement of health status of the poor, underserved, disadvantaged and vulnerable populations.

NHSSPII (2012-16) has the following expected results related to the Mother and Child Health (MCH):

- Reduce maternal mortality from 216 to 152 per 100,000 live births
- Increase skilled birth attendance from 73% to 90% of births
- Reduce infant mortality from 60 to 40 per 1,000 live births
- Reduce child mortality from 83 to 53 per 1,000 live births
- Reduce prevalence of moderate malnutrition (underweight) from 32% to 16%
- Keep HIV prevalence among 16-24 year olds below 1%
- Reduce reliance on out of pocket spending for health from 64% to 50%.

(2) Current Situation (Major Findings)

Current situation of this sector is summarized as follows;

- The MCH-related indicators of Darfur are extremely poor in comparison with those of the national average. The Maternal Mortality Ratio per 100,000 (MMR) in West Darfur, South Darfur, and North Darfur are 335, 332, and 280 respectively (SHHS 2010). The average rate of women who attended Antenatal care (ANC) more than four times is also low, ranging between 33 and 46% (SHHS 2010). Infant Mortality Rate (per 1,000) ranges between 104 and 133 in the three Darfur states where more than one third of children faces the underweight (SHHS 2010).
- Poverty is largely related to the access to health services. The poverty rate of the Darfur region is 63%. One of the reasons behind the use of TBA by more than 60% of women in West Darfur is said to be the low service fee. Many people (42% in West Darfur, 35% in South Darfur, 25.5% in North Darfur), who are not covered by health facility within 5 km, do not have easy access to health services.

- The majority of women in three Darfur states are illiterate and do not have basic health knowledge. Such insufficient health knowledge is considered to be partially attributable to the delay in recognizing the danger sign (WHO, 2012). The traditional socio-cultural belief that prevents some people from believing the modern medicine also hinders access to health services.
- The Government health expenditure per capita in Darfur states is less than a half of the national average. This can be explained by the large proportion of financial assistance received from development partners and NGOs. Due to such limited government budget, the government may face challenges in gradually restoring the service provision from emergency and humanitarian aid.
- The prevention and early detection are believed to play a significant role in Darfur states, which are highlighted by the high poverty rate, the limited access to health facilities, the poor health knowledge, and the limited health budget. Since 2012, the Federal Ministry of Health has been encouraging the health promotion activities by community people as well as the utilization of health services through community mobilization and health promotion.
- For health promotion, Village Midwife (VMW), Community Health Promoter (CHP), and Community Health Worker (CHW) are expected to facilitate the community participation. While SMOH started project-base activities with assistance from UNICEF/WHO and NGOs in Darfur states, there is a large room to improve the current situation where there is no standardized plan, no clear demarcation between Health Promotion Directorate and Reproductive Health Department, and the variance in the interpretation of health promotion among people.
- Community participation is very important in the area of MCH. Although 60-80% of VMWs in Darfur states received in-service training during Phase I, the ANC coverage is still low despite its improvement. While the supervision for VMWs is yet to be strengthened, it is still questionable whether the in-service training has contributed to solve the MCH issues. The supervision by SMOH needs to be strengthened in order to sustain the positive outcome and its effect yielded during the Phase I.

(3) Major Issues to be Tackled

A. Quality of the Services

a) Effectiveness

As a result of the in-service training for VMWs that was extensively conducted with the aim of improving MCH services during the phase 1, MCH-related indicators such as ANC attendance rate and the number of delivery assisted by VMWs show the positive effect in the targeted three Darfur states. VMWs have become recognized as health worker who can deliver more effective services in the community as they are close enough to the community people in hearing their needs.

On the other hand, it is still too early to conclude the correlation between the above-mentioned in-service training and MCH indicators as there may be other external factors that could explain the relationship since the study is not made. The high utilization rate of TBA in the Darfur states can be considered as the lack of reliability in public services. Based on the finding of the limited effect of in-service training on the improvement in MCH, previous studies point out that comprehensive approach is necessary. In the Darfur states, especially in rural areas severely affected by long lasting conflict, there is a great desire for the overarching health services including MCH. Therefore, it is necessary to strengthen the capacity and function of VMWs as well as to improve public services with the initiative of community people by utilizing limited resources of state ministries and community.

b) Efficiency

Under the current situation where the provision of MCH services is dependent on many aid agencies, the efficiency of services cannot be improved only by SMoH. While UNICEF, UNFPA and their partner NGOs are working on the MCH in the Darfur states, SMoH and these agencies work together through regular donor meetings where information sharing and coordination are made. Nevertheless, SMoH should consider calling for the participation of more agencies including JICA as well as strengthen its functions as there are still many NGOs who are working independently. Since SMoH staff is quite busy in attending many activities and meetings organized by other aid agencies, the project work schedule should be developed by taking into account such risk that SMAP pilot activities may not be always carried out as scheduled.

It is important to prioritize target areas and groups who receive the service under the circumstances where available resources are limited to a great degree. However, SMoH does not have such criteria for prioritization. For instance, although 60-80% of VMWs have received the in-service training in Darfur three states during the phase 1, the training impact was not maximized as elderly and illiterate VMWs were also included because of the lack of the clear selection criteria. The SMoH's current heavy dependency on development partners in the service provision cost may have partially lowered their awareness of service efficiency.

c) Equity

Even though various aid agencies have collected information in the survey and prepared reports, this information are not integrated and fully utilized for the equal provision of health services. Since service provision is largely led by aid agencies than SMoH, there is a great gap between areas with and without assistance from aid agencies/NGOs. The frequent population movement in Darfur states due to the influence of conflict leads to the priority in the provision of humanitarian emergency assistance in the conflict-affected areas and IDP camps. This circumstance makes it difficult to consider the equity in the service provision across the whole state.

There is a shortage of primary health facility such as Family Health Unit at the community level. Even if facilities are located, most of them lack equipment and health workers. As a result of this, community people who have access to a health facility within 5KM are still limited. This equity issue is also found in the allocation of VMWs with the gap in the number of working VMWs found among localities.

d) Accountability

While indicators and budget are presented in the health policy and plan, information of health facility operation, human resource allocation, financial resources, service content, and other relevant information are not well-managed because multiple players provide health services such as SMoH, NGO, and development partners. Due to the lack of available budget draft at state level, it is impossible to check the current budget and expenses. Consequently, accountability cannot be ensured as it is difficult for SMoH to explain what activity is conducted to whom, where, by whom based on which strategy and policy.

e) Consideration of conflict prevention

It is understandable that resources need to be allocated first to those who are in great need in the Darfur states which have been continuously affected by the long-lasting conflict. However, it is important to keep in mind that such prioritization could cause the disparity between people and the sense of unfairness felt by community people who do not receive any assistance. It is necessary for SMoH to fully recognize this point and utilize the existing VMWs, CHWs, and CHPs in the community in order to avoid the emerging gap between communities. SMoH is yet to utilize community resources, encourage the community participation, and promote the prevention measures,

which are essential when the budget is quite limited.

In addition, psychological care for victims affected by conflict is not sufficiently provided yet. As the SMOH policy does not have any specific program related to the peace-building, what is currently provided is only limited to the psycho-social care for victims of sexual violence. According to the Darfur Health System Profile 2012, mental health service, despite its importance in the conflict and post conflict situations, has very low coverage in Darfur. No provision of mental health care services in PHC facilities of West Darfur, while it is provided in only 3% of PHC facilities in North and South Darfur. Mental Health in Darfur is challenged by lack of mental health professionals especially the clinical psychologists.

Health service providers are also direct victims of conflict which has been lasting in the Darfur states since 2003. Although they are responsible for providing services that meet great needs of people who are suffering from poverty and unstable security under the insufficient working condition, self-care of health workers need to be considered to avoid their physical and mental burden.

B. Institutional Capacity of the State Ministry of Health

a) Human Resources

● Staffing

At a first glance, the gap in the recruited number of health staff in the Darfur state does not seem too serious as more than 80% of managerial posts and VMWs are already fulfilled. However, more than 50% of posts for nurses, laboratory technicians and Health Visitors (HVs) are understaffed. Especially the lack of HVs seriously affects the supervision of community-based health staff including VMWs. Even though SMOH has a plan of providing training to experienced VMWs for upgrading them to Assistant Health Visitors (AHVs), the training is not yet materialized. In addition, as VMWs are largely concentrated in urban areas, this situation requires more training to meet the SMOH's policy of "One VMW One Village."

● Skills and Knowledge

It is hard to assess the skills and knowledge of SMOH staff as there is no such system that regularly measures their current level of knowledge and provides capacity building opportunities based on the assessment result. In comparison with other sectors, more training opportunities are available in the health sector in the Darfur states where the assistance of many aid agencies is provided to a great degree. However, such assistance is only limited to a part of the staff and not systematically provided. Thus, the effectiveness of this way of training is still questionable as pointed out in the phase 1 as follows.

- Although SMOH staff have a certain level of knowledge, skills, and experience in the community survey, these are more theory-based rather than hands-on.
- Although SMOH staff understands the concept of logical framework, they still lack practice and implementation of planning.
- They do not sufficient understanding in information utilization.
- They do not fully recognize the importance of examining the effectiveness and harmfulness of intervention.

● Motivation of the Staff

NHSSPII (2012-2016) points out that the limited budget for development and management, lack of control over financial resources, and low wage are lowering the motivation of the staff. This issue, which could affect the project implementation, was found in the case of South Darfur state where SMOH staff went on strike due to the delay in receiving their salary. The issue related to the salary is

not only the responsibility of SMOH but also for the whole state government. Besides, it is not easy to find a solution to this problem. On the other hand, management officials need to consider measures to motivate staff with low salary. According to the Health and Nutrition Recovery Strategy for Darfur 2013, incentives are applied by NGOs and special programs unevenly and irregularly, in this way undermining health service delivery as well as staff morale and commitment. While there is a concern that such competition for skilful SMOH staff whose number is limited using economic incentives could have adverse effect on the implementation of the Project, aid agencies as well as SMOH need to respond to this issue of incentives.

On the other hand, capable and highly motivated staff exists at SMOH in the Darfur states. Similarly, VMWs are generally dedicated to their work as birth attendant even without being paid. It is important to consider how to utilize such motivated staff and how to enhance their commitment as civil servant.

b) Facility and Equipment

Health facility was not the main target for the assistance of the phase 1, whereas VMWs who had received the VMW kit once they completed the in-service training commented that this kit was effective in improving their service quality. On the other hand, the real problem is not solved yet as there is no system to replace some old and/or broken equipment and consumables. While many health facilities in the community are said to require rehabilitation and expansion, the availability of assistance from NGOs makes a huge difference in the condition of facility. It is important to emphasize that the fundamental issue is the shortage of operation cost and maintenance capacity of staff as some facility become ruined once their assistance terminates. Therefore, it is necessary to improve the facility and equipment at the same time of the maintenance capacity building, which requires time.

c) Operation and Management Systems

● Planning

The annual work plan developed by SMOH is not necessarily feasible because the information reported from localities and data related to the indicators are not systematically analyzed and M&E is not conducted.

● Human Resource Development and Employment System

In addition to the lack of job description of each qualification at SMOH, the diversified qualification system of health workers has caused some confusion about their expected role. Although various players ranging from VMWs to CHWs and CHPs work on the health activities at community level, capacity building of each becomes difficult because their required tasks and the level of techniques are not specified in the written form. There is a new 15-month training course to become Community Midwife (CMW) instead of previous VMWs. However, due to the lack of budget, the training course is shortened to 13-14 months in the Darfur states while there is no consensus among SMOH, FMOH, and Academy of Health Science. Moreover, even though the Presidential Decree ordered in 2013 that all VMWs be employed by SMOH, the difficult financial situation of each state has made this impossible and the employment standard is yet to be prepared.

The problem of human resources at SMOH is rooted in the lack of concrete human resource development policy and plan. This issue is also related to the uncoordinated assistance provided by different aid agencies whose role is essential to human resource development. Another is the lack of database of staff which is necessary for human resource development.

● Information Management

The current health information management system for MCH in FMOH is not fully functioning. Whereas health information is reported from VMWs in the community to Health Visitors, locality

health office, SMOH step by step and eventually to FMOH, VMWs who are the starting point are not capable of report writing. The complex reporting form also makes it difficult for the staff to collect and organize the data. As many staff is involved in every stage of information system, even a small defect prevents from obtaining reliable data. The information storage system also needs improvement as the collected data and information go missing when the personnel change as seen in West Darfur state.

In reality, many different aid agencies and NGOs collect health information in the Darfur states. There is neither standardized indicator nor information collection system, resulting in the ineffective policy formulation and planning due to the difficulty in the centralization of data at SMOH.

- **Guideline and Manuals**

While guidelines and manuals for supportive supervision and community mobilization are available at FMOH, they are not fully utilized at the state level. This is partly because SMOH staff does not fully understand how to apply those materials into their current condition (It is also because there is a lack of opportunity for them to use those manuals as most of the activities are carried out by aid agencies). In addition to the training, these manuals which are meant to be the national standard need to be revised and adopted to meet the unique situation of each state through the practical use on the ground.

2. WATER SECTOR

(1) National Policy and Targets

The national policy of water supply of Sudan is described in "Water Supply and Environmental Sanitation Policy" on the basis of the 25-Year's strategic plan of the Sudanese Government and the Millennium Development Goals (MDGs). Aiming at improvement of safe water consumption and access, the national policy has set the goals to be achieved by 2015 and 2031. National goals are shown in the following table.

Table 2-1 : National Goals of Sudan

Period	Goal		Remarks
	Rural Water Supply	Urban Water Supply	
By 2015	Providing 20 liters of safe water per capita per day to cover 79 % of the population.	Providing 90 liters of safe water per capita per day to cover 79 % of the population.	MDGs
By 2031	Providing 50 liters of safe water per capita per day to cover 100 % of the population.	Providing 150 liters of safe water per capita per day to cover 100 % of the population.	25-Year's Strategic Plan

(2) Current Situation (Major Findings)

Current situation of this sector is summarized as follows;

- The safe water access in the Darfur region is extremely poor in comparison with other 15 states in Sudan, and the amount of water consumption per day is 13.0 (litter/person/day) in South Darfur State, 12.1 (litter/person/day) in North Darfur State, 8.6 (litter/person/day) in West Darfur State. It is approximately half of national average of 24.1(litter/person/day). Particularly in Rural areas, the amount is reported 6.5 to 12.2 (litter/person/day), and it is big deviation from state target amount of 20 to 30 (litter/person/day). In addition, the safe water access rate in rural areas of Darfur regions is approximately only 40 % (national average is 56.8%).

- Main improved water resources in the Darfur region are ground water, and about 5,800 of wells are existing. The 85 % of total number of wells is hand pump and the remaining 15% is water yard. However the water yard is currently most important water resources, because the volume of approximately 80 % of improved water is supplied by water yards. One of the reasons of the huge number of hand pumps in Darfur region is affected by activities of development partner's which are supporting IDPs (Internally Displaced Person). In case of West Darfur State that there are many IDP Camps, approximately 50 % of the improved water is supplied by hand pump.
- Lack of the operation and maintenance is an urgent issue for both water yard and hand pump. Wells which were constructed by donors and NGOs are mainly hand pumps under the framework of emergency humanitarian relief. Therefore, the operation and maintenance by community's residents has not been systematized. In addition, burden of the cost for maintenance and operation of water supply facility is difficult for many community's residents due to poverty. In case of the IDP's camp, water tariff is not charged.
- Lack of the capacity of SWCs for operation and maintenance of water supply facility is also urgent issue. And due to the lack of budgets, water tariff revenue, technical knowledge of staff, data of water supply facility and monitoring of water supply, operation and maintenance of water supply facility has not been properly implemented.
- In the phase 1, the project conducted rehabilitation (mainly cleaning of boreholes by using the air lifting method and installation of new submersible pumps) of 49 important water yards as pilot project for the recovering the water supply amount. In addition, project conducted the technical trainings and provided the necessary equipment for the pilot project. As results, technical capacity of the SWC staff was improved. However, some part of technical skills such as borehole camera and supervision of the activity still have not enough. And also the problems which are mentioned above are remaining as issue to be improved.
- In the Darfur region, row over the water use has been one of a factor of confliction. Water supply service contributes to mitigation of the confliction, and on the other hand it causes trouble row over the water use too. For the development of the water supply and establishment of the water use regulation, sufficient considerations required depend on the regional situations. Furthermore, in Darfur regions, human and livestock use a same water point, and the drainage treatment does not conducted in many water yards. It is also a problem from the view point of sanitary environment.

(3) Major Issues to be Tackled

A. Quality of the Services

a) Effectiveness

- Lack of confirmation of consumer's needs

In the phase 1, the baseline survey of target communities and water yard was not conducted, and the project didn't give consideration to communication with people in target area. As a result, the pilot project was not able to cover the needs of the community.

In the stakeholder workshop involving the communities in the detailed study for SMAP-2, representatives of the community mentioned the following needs other than well rehabilitation for the water supply.

- Water is not supplied due to malfunction of water yard. Rehabilitation and regular maintenance of water yards are required.
- The water supply facility is too far. Extension of the distribution pipe is required

- To improve the sanitation environment, construction of drainages is required.
- Enough water is not supplied due to lack of capacity of submersible pumps.
- New water yards are necessary because the amount of water supplied is totally insufficient.
- Because the livestock consume a lot of water, water for humans is lacking. Replacement of public water tap or construction of new water yards is required.
- Current water yards are unconsidered the security because of no fence. In addition, water leaks and the generator often fails often. Comprehensive rehabilitation is required.
- Water is not provided to the health center and the clinic. Connection with distribution pipes is required.
- The Generator is partly damaged. For a stable water supply, we wish for the installation of solar system.

For providing good public service, it is important to meet the needs of the consumers, and also public services have to be provided based on priorities which are accepted by consumers in a limited budget. However, SWCs currently are not able to provide such a water supply service.

- Lack of care for sanitation service

Safe water provision is strongly related to the healthcare of the people. Thus, the federal government prompts providing the water supply service together with a sanitary environment. Regardless each SWC has the policy to carry out sanitary education in cooperation with the SMOH, the framework for cooperation has not been built, and effective service has not been provided.

b) Efficiency

- Service provision without planning

Based on the baseline survey, a proper plan for well rehabilitation has not been prepared, and also cost estimation for the activities has not been prepared. It causes a lowering in the efficiency of the service. Furthermore, the lack of capacity of data management for water tariff revenue and monitoring of the water supply facility can be an obstacle in planning.

- Defectiveness of the operation and maintenance system of water supply facility

Due to lack of technical skill, the cooperation and roles of SWC headquarters, the locality office and community are not functioning. Providing the service from SWC headquarters to far localities is causing a lowering of efficiency.

c) Equity

- Defection of selection method of target area for service provision

In the Darfur region, various development partners support the water supply project. However, SWCs do not manage the each activity such as well rehabilitation and new construction, thus each SWC is not able to select priority communities which require water supply service.

The water supply situation of IDP camps and returnee communities are extremely poor, for reasons such as the water supply facilities have been destroyed in the conflict or there are no facilities. On the other hand, since activities of development partners concentrate in such areas, some of the IDP camps reported that safe water per capita per day is larger than other communities.

- Inequality of water tariff

Basically, the state government does not charge a water tariff to IDPs. It is reported from people as an unfair water service provision. Furthermore, since the water rate of the Darfur region is a flat-rate system based on the diameter of the water pipe, all households pay the same amount of water tariff regardless of a water usage. In addition, the same amount of water tariff is charged both people living

in areas with a long time water supply or a short time water supply.

d) Accountability

SWCs are providing the water supply service in compensation for water tariff revenue from consumers. However the financial report is insufficient and they do not achieve accountability of expenses and service costs. Furthermore, since SWC has conducted only pumping tests after well rehabilitations, the improvement of the water usage and the utilization of community people has not been verified. Thus effectiveness of service provisions is not able to be explained to consumers. The water supply is higher interest for people, and public information is an important responsibility of SWCs. However, SWCs do not prepare an annual report and disclose public information.

e) Consideration to the Conflict Prevention

In the Darfur region, row over water resources has been one of a factor of t conflict. Even if it does not lead to conflict, friction between permanent settlers, nomads with a large amount of livestock and the IDP might occur. Since water has a perceptible impact on livestock breeding as well as the health of the people, interest of the community people is high. Hence there is risk of prompting conflict. Although SWC staff has general knowledge of such a risk, it is not properly considered due to lack of a risk management system. Furthermore, lack of evaluation of service from viewpoint of conflict is a major issue as well.

B. Institutional Capacity of SWCs

a) Human Resources

● Staffing

Even in comparison with other states in Sudan, the staff number of three Darfur states is not lacking. Major issues of SWCs are inefficient allocation and shortage of staff. For instance, suitable staff is not allocated for well rehabilitation. And also many works are concentrated on a few capable staff while the other staff do not work.

● Skills and Knowledge

So far, despite various training conducted by many organizations for SWC staff, trainees are limited to topsiders of SWC staff like engineers. Most of the staff has missed the opportunity to receive training while some of the staff got a lot of opportunities. Thus bottom-up approach of capacity building is remains an important issue.

● Motivation of the Staff

In Darfur SWCs, delay of salary payment for staff is chronic and it's a major factor of inhibition the motivation of the staff. In addition, since many development partners are supporting the water supply service, the ownership of the SWCs in Darfur tends to be lower than the other states in Sudan.

b) Facility and Equipment

Equipment and facilities in SWCs are not allocated in a planned manner, and a proper equipment management system does not exist.

c) Operation and Management System

● Strategy and Plan

Although each SWC sets annual targets based on the "Sanitation and Hygiene Sector Strategic Plan

(2011-2016) ”, a specific annual plan is not prepared. Since project evaluation and monitoring has not been implemented at all, the strategic plan is defunct as a tool for the improvement of project operations.

- **Information management system**

Lack of information management has become a major factor in lowering the efficiency of the service. Challenges of information management that are common to three Darfur SWCs are pointed out below.

- Although each Darfur SWC has a database for the water supply facility including the water yard and hand pump, it does not fully cover the data for proper management of water supply facilities. In particular, the operation system and water quality are not covered at all. In addition, there is much missing data in the database, for example more than half of the data is missing in West Darfur. Currently, regular update of data has not conducted based on the monitoring.
- Since most of designs and reports of facility’s constructions are missing, efficient implementation of maintenance and rehabilitation is difficult.
- Although regular WASH partners meetings are held at the initiative of WES, avoiding the duplication of each partner’s activities is difficult because a report that compiled by activity has not been prepared.
- Because a database of SWC staff does not exist, each SWC has not been able to centralize management.

- **Guidelines and Manuals**

Manuals and guidelines related to water supply facilities have been developed in 2009 at the initiative of UNICEF. However, such manuals and guidelines are used only for the projects which are implemented by WES. Currently, it is not used for projects which are implemented by SWC itself. While regarding the water yard rehabilitation and pipe network construction, guidelines and manuals do not exist.

- **Equipment Management**

Major issues related to equipment management are the following;

- Since the database does not exist, SWC has not been able to centralized management (North and West Darfur State).
- Regular inventory of equipment and spare parts has not been conducted (West Darfur State).
- A distribution list of locality offices has not been prepared (three Darfur states).
- Operation records of heavy equipment such as vehicles, forklifts and air compressors have not been prepared (three Darfur states).
- An equipment and spare parts procurement plan based on strategy does not exist (three Darfur states).

3. VOCATIONAL TRAINING/LIVELIHOOD SECTOR

(1) National Policy and Targets

While there are many ministries and institutions who are concerned with vocational training and employment issues, there has been no unified policy or strategy. Ministry of Human Resources Development and Labor (MoHRD&L) developed 5 years plan of 2012-2016. The Plan aims to reduce unemployment rate to 9%, through expansion of labor market by strengthened private sector, as well as human resource development by vocational training and technical education. Recently in 2013, MoHRD&L developed Technical and Vocational Education and Training Policy (TVET Policy) with a technical support from ILO. The policy set 4 pillars; (1) Enhance governance and equity of TVET, (2)

Improve the responsiveness of TVET to the labor market, (3) Strengthen the role of the social partners, and (4) Upgrade the quality of delivery in TVET establishment.

(2) Current Situation (Major Findings)

- People living under poverty are 46% in Sudan, and 63% for Darfur region, which is the worst in the country, according to the national household baseline survey in 2009. 20% of the population in the region stays in IDP camp, 45% of the population is in need of emergency aid. The poverty situation is acute.
- 8.5 million people live in Darfur, of which, 40% is younger than 15 (average age is 19). Population influx into the urban area is rapid in the region. Many youth from rural area are a part of the influx seeking for job opportunity in urban area. Public administration cannot provide enough public service to meet the rapid population growth. The citizens are disappointed of the public service.
- Regional unemployment rate is very high as between 15-19%. Particularly youth are out of jobs. Many are under unfavourable wage and unstable working condition. Prolonged poverty can trigger instability of the region. Youth unemployment is a high priority issue of the state government.
- Labor market in Darfur is dominated by micro enterprises, and there is little large/middle scale companies and governmental employment opportunity. Under this economic structure, one frequent “employment” style is apprenticeship. Although apprenticeship is a typical example of underemployment, it functions as a shelter for the youth, providing food and certain medical assistance. It serves for a social function by contributing to regional stability.
- There is no vocational training center in Darfur region, and technical schools are the key actors of VT service. In general in Sudan, VT service targets mostly government institutions and entrepreneurs. Therefore it does not fit to the micro enterprise’s needs (particularly short trainings), and there is no training system for the poor. In Darfur region, existing VT service is not effective.
- Sudan does not have good employment support system (such as job matching) nor advanced microfinance scheme. This situation undermines the effectiveness of the VT service. In addition to the technical skills and knowledge, provision of comprehensive service that closes the gap for employment and entrepreneurship is imperative for improvement of youth unemployment.

(3) Major Issues to be Tackled

A. Quality of the Services

a) Effectiveness

● Unmet Private Company Needs in the VT Service

There is no communication between private sectors, training providers and supervising authorities (such as SCVTA and NCTTE), or systematic mechanism to allow private sector to participate in planning, program development, and monitoring and evaluation. Moreover, there is a lack of provision of in-service skills training to enhance competitiveness of the companies.

● Mismatching VT service and regional/informal economy

Most of the VT services are developed in consideration of middle/large scale companies. Although the local economy is mostly dominated by small/micro enterprises and informal sector, this fact is not

reflected in planning of VT services.

- Unmet service needs for unemployment relief/ mismatching employment promotion policy

Public VT service is biased toward 3 years training for primary school graduates. Needs of many unemployed who want to gain job in short period of time are not met. This situation is not actually in line with national policy, which expresses great concern for high unemployment rate.

- Industrial Skills Bias / Obsolete Training Program

VTCs under SCVTA and technical secondary schools under MoGE offer mostly industrial skills training such as auto mechanics, machinery, welding and electricity. Service industry, construction, ICT and above all, nationally important agricultural sector which actually takes a large share of the Sudanese economy are not well linked to vocational trainings. On top of this situation, the main framework of the training; official training standard, has not been revised since 1970s.

b) Efficiency

Vocational training cost per trainee is high, as it requires raw materials as well as many trainers due to practice-oriented training content. Training efficiency is a great concern of VT service. Even though, government has not made proper analysis on the efficiency and there are no adequate data to do so. Above all, financial resources for VT service are in acute shortage. This situation did not help staff of VTCs and technical secondary schools to have the idea of cost effectiveness. It is usually the budget that limits what can be done. However, current situation is the contrary. First comes what should be done, then comes the budget limitation that confuses the VT services providers. The important thing is necessary skills are delivered through training. No measures have been formulated to enable necessary skills training within the limited budget. Training product that requires little materials but needs various technical skills could be one of the important aspects for improvement of training efficiency. Very high dropout rate (over 25%) is another major factor for low educational efficiency. Students' services other than academic issues such as career counselling are equally important.

c) Equity

- Insufficient VT Centers / Geographical Inequity

VTCs are the main service providers of VT services. However, there are only 9 official VTCs in the country and 5 are concentrated in Khartoum. There is obvious geographical inequity of access to VT services. Furthermore, VTCs and technical secondary schools are often located in the state capital city without dormitory facility. Consequently, within the states, access gap appears between the urban and rural area.

- Male Biased Training

VTCs and technical secondary schools are largely male biased. It is due to the industrial area oriented training programs. In Darfur states, while the state government emphasizes on the promotion of women's economic activity, there is no detailed strategy/measures to support women's skills development training and employment.

- Lack of VT Service for Socially Vulnerable

Admission requirement for VTCs and technical secondary schools is primary school certificate, which means that they have certain economic capacity to pay at least school fee. These public institutions offer long-term daytime courses and lacks diversified services such as short-term training and evening course. VT opportunities for socially vulnerable people such as poor, unemployed and school dropouts are limited to the irregular courses offered by donor agencies and NGOs. Even though, such VT opportunities are not many.

d) Accountability

- Unclear Effectiveness of Vocational Training

Neither VTCs nor technical secondary schools implement tracer study of the graduates. As a result, it is not explained if the training is effective for employment and livelihood improvement. Trainee and their family's concern is income generation and school advancement after graduation. It is one of the reasons of low social status of these training institutions that they cannot clearly explain its value. Training institutions usually do not advertise their trainings and school information. School reputation spread by word of mouth, and most of the people have no information. For the state government, because the effectiveness of VT service for reducing unemployment is not clear, they do not feel motivated to pay high cost for training provision.

- Transparency of Trainees Selection

It is not rare to have obscure trainees' selection process when donor agencies organize vocational training, contracting training institution. Some participants of vocational training were identified to be relatives of donor agency staff. Similar cases were reported also during the phase 1.

B. Institutional Capacity of Technical Secondary School

a) Human Resources

- Staffing

In three Darfur states, teachers-student ratio at the ISS is around 10 to 20 over one teacher, which is quite acceptable situation, except in the following 3 sections, auto mechanics, machinery and construction, in South Darfur. Teachers are hired to satisfy implementation of 3 years technical education, and thus, short VT services that donor agencies request are beyond their regular tasks. Special VT courses are therefore implemented in the evening after the regular course ends. There is no fixed curriculum for short vocational training courses and no one is particularly assigned for such training. Within limited available teachers, allocation of staff and task sharing are critical factors for appropriate training delivery.

- Skills and Knowledge

Once hired, teachers of technical secondary schools have almost no training opportunities due to lack of re-training system. Many teachers of technical secondary school have college or university degree, which is better situation compared to VTCs. However, there is no teacher qualification system for technical education. Practical lessons are limited at universities. Teachers are hired without basic teaching skills as educators. Moreover, without no in-school training opportunity, teachers' skills and knowledge is not high. Self-learning is the only capacity development method, which may widen the individual skills gap among teachers. In the phase 1, teachers training was conducted. Still, even at the end of the project period, weakness in machine and tools usage as well as teaching method was pointed out. These skills improvement requires consecutive training opportunities. Current problem is the lack of the teachers upgrading system. Same problem is observed for the management members of the school including administrative staff. There is no fundamental information management such as students' database, staffs' labor management, and financial management.

b) Facility and Equipment

Under severe financial condition, skills training institutions are facing problem of poor equipment condition. Especially in ISSs and VTCs where practical training requires many equipment, maintenance is not easy, and as a result, dependency on aid agencies is high. Lack of equipment and raw materials affect the training quality, more time is spared for theoretical hours, and less for the practice in the end. In three Darfur states, ISS in capital city received training equipment in the phase 1.

ISS as well as PTA appreciate it as it changed largely the quality of education and training. Yet, quantity is not enough, especially simple hand tools are not matching to the number of trainees. As a result, training efficiency remains low since the trainees have to wait long until their turn comes for practice. In Darfur states, limited power supply affect implementation of day time training. Water supply is often not available and thus water is scarce as ISS buys from water deliverer. Additional machine installation and maintenance could be affected largely by the state government budget allocation. Under this situation, ISS have to consider practical trainings that can be conducted in collaboration with private sectors.

c) Operation and Management System

- Policy/Strategy for Vocational Training and Employment

Vocational training, particularly short term courses are handled separately by different organizations such as MoHRD&L, MoE and private sectors. However, there is no unified policy or strategy, or training standard, which hinders efficient training service provision. Under this situation when there is no effective training method to meet the local economy needs, it is critical to steadily take necessary process for policy development: implement, monitor and evaluate the effectiveness of the model training.

- School Management

Short term vocational training is extra activity for ISS. Before talking about management of the short term trainings, their management system of regular school activities is not in place. In the ISS in 3 Darfur states, school management rules are not developed as a guideline, therefore managerial decision varies depending on who makes it. There is no information sharing system such as periodical staff meetings, and no event record is kept about school management. Managerial skills development only for short-term vocational training is useless if there is no foundation. Regular school management has to be simultaneously tackled.

- Information Management

Under MoGE information management system, minimum information is available such as student number. Nevertheless, there is no students' database at school. They may have enrolment and graduates numbers, but some indicators that allow analysis of the teaching/learning process such as dropout, retention, and education continuance rate are not available. School dropout and retention are major issues of the schools. It is necessary for them to have a systematic way to keep record of these data including the reasons, and result should be well analyzed and reflected in the school management.

Training implementation records are not kept. Minimum information such as training period, hours and time, instructors, used equipment and materials, and evaluation before, during, and after training should be recorded. There should be a rule for information management such as information collection method and recording format. Equipment inventory is another issue. Current database situation would not be helpful if any loss of property happens.

- Guidelines, Manuals, Teaching Aid

Phase 1 did not prepare proper training plan document. Curriculum is just a simple list of training subject and not instructive. No lesson plan that helps teachers with clear time schedule and contents per lesson were made. It is quite uncertain if the training was systematically conducted in this condition during the phase 1. Normally, TOT should be organized based on these teaching materials. These training documents are urgently needed.

- Collaboration with Private Sector

For the 3 years regular technical education program, Parents Teacher Association (PTA) is functioning

as external communication system to link school to outside, even though its effectiveness is unclear. On the other hand, for the short term vocational training courses, there is no external communication or collaboration system. Consequently private companies' labor needs is not recognized, and neither effective employment support is provided to the training participants.

4. SECURITY MEASURES TAKEN BY DEVELOPMENT AGENCIES

A. Risks Concerning the Project Implementation in Darfur

Considering the activities by JICA experts inside the capital cities in Darfur states, where they are allowed to stay, there are some risks which should be noted.

- Carjacking (two vehicles out of three vehicles which were donated to C/P in the phase 1 have been stolen)
- Theft, looting, robbery
- Abduction
- Traffic accident
- Sudden illness or injury (it is difficult to receive adequate quality of medical treatment)
- Terrorism

B. Security Measures Adopted in Darfur Region

a) UN Organization

As of the end of May 2014, the major security measures adopted by UN Organizations which operate their activities in Darfur region are as follows:

Table 2-2 : Security Measures adopted by UN Organizations

Item	Security Measures
Vehicles	<ul style="list-style-type: none"> ✓ Heavily relying on 2WD and rarely using 4WD to reduce the risks of carjacking ✓ UNAMID soldiers escort for outside overland trips (out of base station) is necessary ✓ The UNDSS restricts UN staff to use vehicles unless: <ul style="list-style-type: none"> • Equipped with HF, VHF Radio and Thuraya phone • Presence of map and emergency contact list • Presence of emergency kit • Presence of mechanically kit • Furnished with all necessary documents (registration papers, insurance, permits etc.)
Necessary documents for staff movement	<ul style="list-style-type: none"> ✓ Travel Permit (issued by the Sudanese Government. It is necessary for international staff to go out from base station) ✓ Travel Authorization (endorsed and signed by UN organization as well as UNDSS. It is necessary for all UN staff to go out from base station) ✓ Pass Permit (issued by Humanitarian Aid Committee (HAC) and National Intelligence and Security Services (NISS). It is necessary for all UN staff to enter IDP camps)
Compounds / Personal Residences	Compounds should satisfy Minimum Operating Residential Security Standards (MORSS) for residence (Barbed wire, defined height for the compound wall, presence of security guards, usage of security lights, availability of power (generator set) etc.)
Other Measures	<ul style="list-style-type: none"> ✓ Avoidance of public places such as markets, public gatherings. ✓ Carrying functional VHF Radio handset, UN identity card, and updated emergency call number 24/7. ✓ Regular update to UNDSS on all movements of UN Staff.

	<ul style="list-style-type: none"> ✓ Regular update by UNDSS on security developments by E-mails and VHF radio handset. ✓ Curfew deadline and minimizing the movement before sunrise and after sunset.
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b) International NGOs

As of the end of May 2014, the major security measures adopted by international NGOs which implement their activities in Darfur are as follows:

Table 2-3 : Security Measures adopted by international NGO etc.

Item	Security Measures
Vehicles	<ul style="list-style-type: none"> ✓ International NGOs in Darfur use much older, less powerful 4WDs, and use small saloon cars for travel within towns. In remote rural areas, some NGOs have used donkey-carts or walked. ✓ Humanitarian agencies have also become increasingly reliant on expensive UN-operated helicopters for access to 'deep field' locations and areas which are inaccessible by road during the rainy season
Staff movement	<ul style="list-style-type: none"> ✓ Having escort by elder community members when they travel, in order to reduce the risks of attack, and to promote acceptance by the host community, as well as by IDPs in their camps. ✓ Using armed guards or escort (although that is against the mandate, but international NGOs forum in Sudan issued guideline in 2007 that committed them to 'consider using military or armed escorts only as a last resort and never as a long-term solution to the conflict environment) but that is turn to be sensitive in Darfur, so International NGOs now avoid armed guards or escort except in extreme circumstances.
Compounds / Personal Residences	Applying UN approaches, MORSS
Other Measures	<ul style="list-style-type: none"> ✓ Collecting information through the joint UN/International NGOs meetings and forum. ✓ Sharing a staff list with UNDSS on regular basis in order to update the UNDSS on the staff basic information in case of emergency (Names, contacts, addresses)

5. LESSONS LEARNED FROM SMAP PHASE 1 AND OTHER PROJECTS

Although the project was remotely operated, the phase 1 (June 2009-2013) provided public services to many citizens of Darfur. Over 600 staff from state government offices received trainings, and necessary equipment were introduced. Of course there are many valuable lessons learned in planning of the SMAP 2. Below listed are some lessons to pay attention to.

(1) Lessons for Overall Project Management

- Impact of collaborative work among implementation agencies under SMAP

More 20 C/P institutions were involved in implementation of pilot activities over the sectors and states. These institutions meet sector wise, or project wise, in order to plan, evaluate, and manage the project. Sometimes joint training was organized. It is obvious that there are capacity gaps among the institutions as well as among the participants. This gap can also bring positive impact. One of the good practices is that West Darfur SMoH invited a competent staff from North Darfur SMoH, who met in

these meetings. Enhancing this kind of positive relationship is an important strategy to effectively promote capacity development.

- Importance of Leadership

Pilot project implementation status varies from one C/P to another. One of the reasons of such gap is said to be the leadership of the management members of the C/P institutions. Management members who can give competent instruction according to the pilot project implementation plan and advice of JICA experts, is key for successful implementation. Capacity development of those who actually implement activities is not enough. Enhancing leadership of core members of the institutions and those who have high potential to become key persons, is also a sound strategy, especially when outcomes are expected in short period of time. To identify such key persons, human resource database could be developed while observing and evaluating participants' capacity during meetings and trainings. When the person has high leadership capacity, the project team should support him/her to exercise his/her capacity beyond the area and the states.

- Communication system within the implementation agencies

During the phase 1, communication between JICA project team and the C/Ps were limited particularly to management members. Due to the remote situation, opportunities for JICA expert to discuss with the other C/P staff were extremely limited. As a result, unless the management members who participated in the meetings make presentation of what has been discussed back in their state offices, information remains in limited people's hand. SMAP 1 did not place any measures to ensure information sharing within institutions after meetings in Khartoum. Meeting report should be mandatory to participating members of the STC and SPMC. To ensure their meeting report back in their respective institutions, some handouts could be prepared in each meeting.

- Promotion of in-house training

Trainings during the phase 1 happened mostly in Khartoum. Due to high cost, opportunities are limited. Consequently, unless training participants conduct training to the other members of their respective institutions, capacity development cannot be effective. During the phase 1, small number of internal skills transfer was observed only in SWC. There was a clear lack of sense of C/P training as Training of Trainers.

- Selection of target community/people for pilot project

During the phase 1, target sites and persons were selected without clearly-set criteria, and validity of the target area was not verified. As a result, effectiveness some activities was limited, and efficiency of some trainings became low. For example, rehabilitation of borehole did not improve its water supply capacity; in-service training for VMW received elderly participants and illiterate ones without consideration of training contents; some vocational training participants were related to some stakeholders. Proper selection criteria and measures to verify the validity of the selection, especially by third party, is indispensable.

- Strengthening institutional capacity through introduction of strategic plan

One of the C/P organizations of "Capacity Development Project for the Provision of Services for Basic Human Needs in Kassala", Kassala Vocational Training Center (KVTC) developed a Strategic Plan at the initial stage of the project. It actually helped KVTC staff to work for the objectives on their own initiative. In KVTC, till then, the principal was the sole person responsible of school management. According to the strategic plan's objectives, tasks were assigned to other staffs. Unified institutional objectives helped staff to grasp the direction of their work. The works, or the activities were monitored by the strategic plan implementation committee, and solutions were discussed in the committee. This system was effective in making staff to become independent actors. C/P's initiative is critical part of this kind of remotely operated project. KVTC's experience has something to learn from.

- Improving relationship between state implementation agencies and its line ministries of federal government through co-learning

Water sector and vocational training sector conducted trainings in Japan and in third country in collaboration with other JICA projects; “Human Resources Development for Water Supply in Phase 2” and “Project for Strengthening Vocational Training”. These trainings offered opportunities for the participants to gather and meet colleagues from different states and regions, to discuss over the common issues, and to share their knowledge and lessons learned. Established good human relationship serves for future communication and cooperation.

- Improving efficiency of training and meeting in Khartoum

Meetings and trainings in Khartoum entails high cost of transportation and allowances. Frequent travel is certainly a burden for the participants, as well as JICA team as it requires a large workload. In the phase 1, health sector effectively arranged trainings and meetings in order to lighten such troubles. SMAP -2 is expected to hold a larger number of meetings and trainings. Both from the financial and workload aspects, implementation plan should be carefully arranged.

CHAPTER 3 PLANNING OF SMAP-2

1. PLANNING FRAMEWORK

With the aim of strengthening the local governance, SMAP-2 has the planning framework set by considering the following particular situations facing Darfur based on the lessons learned from the phase 1 and other similar projects.

- Conflict-affected area (Conflict is partially continuing)
- Multi sector project
- A number of stakeholders in different sectors are involved (13 implementing agencies)
- Project is remotely managed by JICA project team in the office in Khartoum

Basic Policy-1: Expansion of activities based on the outcomes of SMAP Phase 1

The phase 1 successfully improved knowledge and skills of state implementing agencies through pilot projects as well as provided public services to the community people. While adhering to this approach, the following means will be adopted. First, the influence caused by conflict and the principles of public services (community needs, efficiency, equity, and accountability) will be taken into account for the provision of quality public services. Secondly, the effective capacity building is aimed by paralleling the OJT in pilot projects with Off-the-job training.

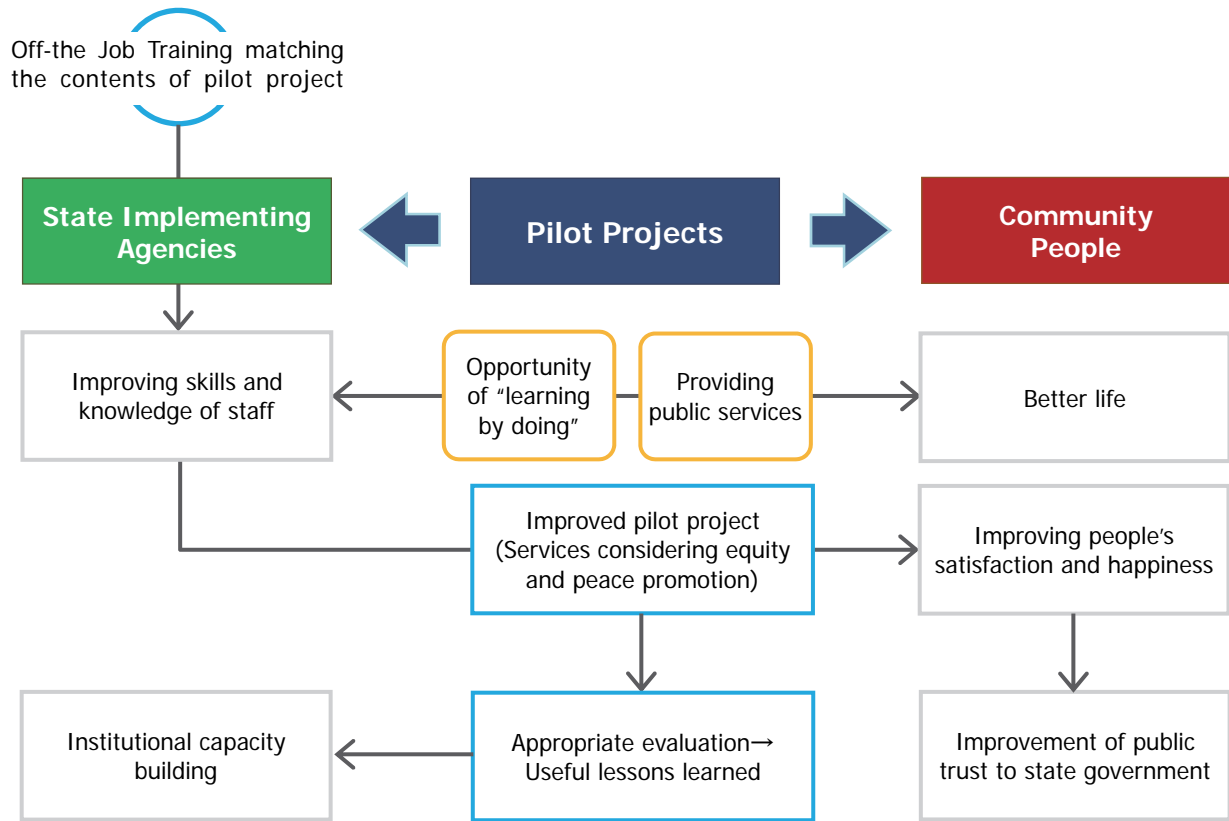


Figure 3-1: Basic concept of pilot project

Basic Policy-2: Designing mechanism that enhances a sense of unity as team among different implementing agencies

SMAP-2 will strengthen the mechanism that avoids fragmentation of implementing agencies in different fields and areas. Not only the output achieved though each pilot project but also the common outputs among different implementing agencies and the synergy effect gained by collaboration will be pursued.

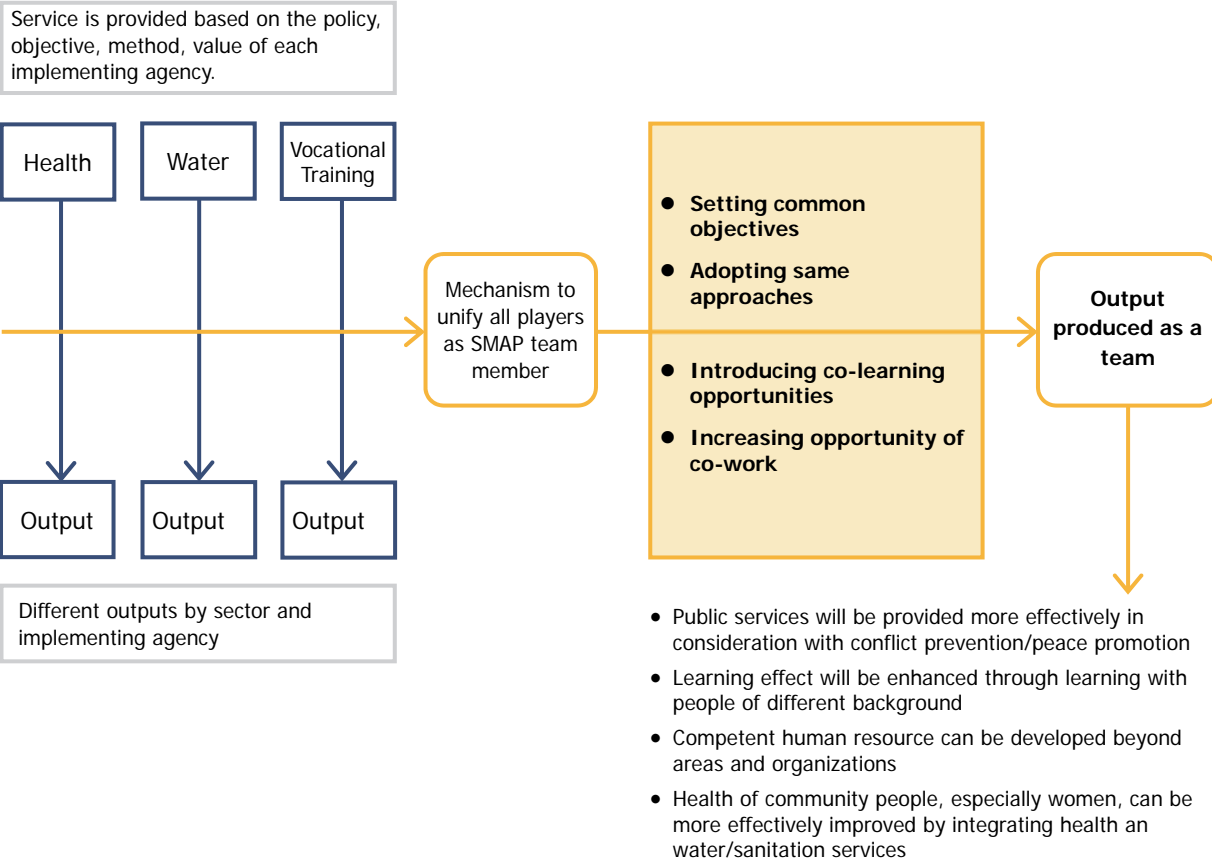


Figure 3-2: Mechanism for unification of implementing agencies in different sectors

Basic Policy-3: Improvement of public trust for the State Government

The improvement of public services is expected to lead to the peace-building by gaining people’s confidence. The public services, namely pilot projects, must be designed from the perspective of community people (reflection of needs) and explain its relevance and effectiveness (accountability). Therefore, such mechanism where people and other public organizations can participate in the planning, implementation, and evaluation will be included.

Basic Policy-4: Strengthening of monitoring

In order to strengthen the project monitoring system that was lacking in the phase 1, it will be planned to establish the structure and functions of quarterly meetings where progress and the issues are tangibly shared.

Basic Policy-5: Ensuring the alternatives in response to risks

More risks are expected than usual in conflict-affected areas, and the delay in responding to the risk affects the progress, which eventually prevents from the output achievement. In this project, predictable risks will be listed with the countermeasures. It is also important that both JICA and Sudanese side make agreement with the countermeasure beforehand. Since the risks are always changing, countermeasures will be regularly reviewed and updated during the project implementation.

Basic Policy-6: Effective and efficient staff training

SMAP-2 aims to conduct training in more systematic manner. Although the phase 1 was mainly focused on the training in Khartoum which costs high and limits the number of trainees, SMAP-2 aims to enhance the effectiveness by conducting the OJT in each state in parallel with training in Khartoum. The capacity of locality officers is also expected to be strengthened by expanding the OJT.

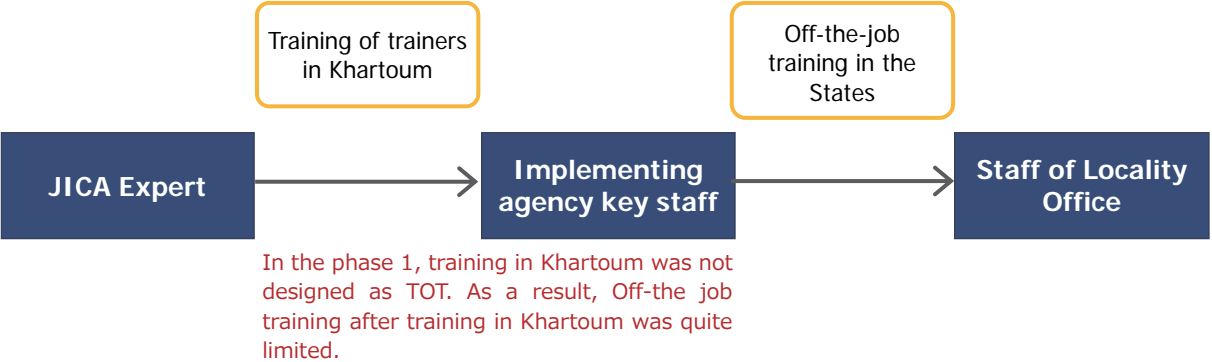


Figure 3-3: Flow of TOT in Khartoum and in-house training in Darfur

Basic Policy-7: Consideration of women’s role in peace-building and daily life improvement

Women play a critical role commonly in health, water and sanitation, and employment sectors. Their strong longing for peace becomes important resource for the peace-building. Therefore, all the sectors will consider the full utilization of women’s social influence.

Basic Policy-8: Maximization of impact through cooperation with other aid agencies

Comprehensive assistance is essential to improve the life of people in the extreme poverty. Coordination with other aid agencies will be proactively promoted in order to maximize the impact of public services provided by SMAP-2.

Basic Policy-9: Encouraging motivation of implementing agency staff

The success of the remote project management largely depends on how the autonomous action by C/P is promoted. In the case of civil servants, it is important to raise their satisfaction with their job in order to enhance the motivation because economic incentives do not work effectively. As it is necessary to appropriately evaluate the output and achievement of the staff and visualize the evaluation result. The capacity building will emphasize the strengthening of leadership of senior staff of implementing agencies who are expected to promote the staff’s motivation.

Basic Policy 10: Ensuring project expenses by the State Government and financial sustainability

The work schedule is considered in accordance with the budgeting process of the State Government. The State Government’s share of pilot project expenses is expected to gradually increase as the project

proceeds.

Basic Policy 11: Cost saving by utilization of local resources

The project cost saving is expected by minimizing the input of Japanese experts as well by fully utilizing the Sudanese experts in terms of human resources.

Basic Policy 12: Scientific evaluation

This project includes many experimental trials as JICA's peace-building project, and the obtained knowledge is expected to be useful for the further development of the assistance approach. The scientific method will be adopted for evaluation to maximize the accuracy of information, whereas the information error is likely to occur in the conflict-affected country because of the difficulty in tracking the beneficiaries of the assistance and of the low understanding on the evaluation. In this respect, it is important to enhance the objectivity of obtained knowledge and deepen the knowledge by mixing various information methods (triangulation). As the examination of evaluation result by multiple evaluators can enhance the objectivity and equity, the evaluation result will be actively presented at the seminar and academic conferences. The Monitoring and Evaluation Plan will be separately prepared to conduct systematic evaluation in this project.

Basic Policy 13: Dissemination of project information and promotion of public relations activity

The project information will be widely disseminated for various purposes, including the transparency of public services, strengthening of coordination between the state and the federal Governments, raising the motivation of C/P personnel, and increasing the presence of Japan and JICA. The project needs to fulfil the accountability obligation as the only project in the area of "Consolidation of Peace," one of the important pillars in Japanese ODA policies for Sudan. For this purpose, information dissemination activities such as newsletter publication, mass media and the Darfur Campaign are planned to enhance the understanding of Japanese people on the development in Darfur in cooperation with the Embassy of Japan, JICA, and the Government of Sudan.

2. BASIC INFORMATION OF SMAP- 2

(1) Project Title

The Project for Strengthening Peace through the Improvement of Public Services in Three Darfur States (SMAP-2)

Project is re-named from the phase-1 of "Project on Human Resources Development in Darfur and Three Protocol Areas" (Refer to Annex-3: Minute of Meeting). New title is reflecting the keyword of "Peace" and "Public Services".

(2) Duration

January 2015 to December 2018 (4 years)

(3) Target Area

SMAP-2 will be implemented in the following three states of Darfur region.

- North Darfur State
- South Darfur State
- West Darfur State

(4) Target Group of The Project

A. Targets of the Pilot Project

The pilot projects implemented in SMAP-2 put priority on vulnerable and communities that are affected by conflicts in consideration of equity of public service and peace promotion. Those who are vulnerable include the poor, women, IDP, returnees and communities that receive little basic services.

B. Targets of Capacity Development

Staff of HCDG and state implementing agencies will be the target of capacity development in SMAP-2. Among them, staff assigned for implementation and management of the pilot projects should be given the priority. In SMAP-2, staff members of locality office and line-ministries of Federal government depending on their roles in SMAP-2 are also considered.

(5) Beneficiaries

A. Direct Beneficiaries

The population who are expected to directly benefit from SMAP-2 is estimated to be around 260,000. This includes community people who receive the improved public services (health, water and employment services) as pilot project and staff members of the state governments who also join the training program.

Table 3-1: Number of beneficiaries by component

Components	Beneficiaries	Number	Types of benefits
Component 1 (Health)	Community people	90,000	Public services, training
	Government staff (SMoH)	400	Training
Component 2 (Water and Sanitation)	Community people	162,000	Public services, training
	Government staff (SWC)	297	Training
Component 3 (Employment and Skills Development)	Community people	2,634	Vocational training
	Government staff (SMoF and SMoE)	258	Training
Component 4 (Project Management)	Government staff (SMoF and managerial staff of implementing agencies)	310	Training
Total		255,899	

B. Indirect Beneficiaries

Family members of ex-trainees of vocational training (13,170) will be benefited by the project. From a mid-term point of view, the population of the target three Darfur states (8.5 million) will also benefit from the improved public services.

(6) Counterpart Institutions

A. Responsible Agency

Higher Council for Decentralized Governance (HCDG)
Directorate of Peace and Peaceful Coexistence

B. Implementing Agencies

Following 12 government institutions will be responsible for the project implementation at state level.

- North Darfur State:
- 1) State Ministry of Finance
 - 2) State Ministry of Health
 - 3) State Water Corporation (SWC)
 - 4) State Ministry of Education
- South Darfur State:
- 5) State Ministry of Finance
 - 6) State Ministry of Health
 - 7) State Water Corporation (SWC)
 - 8) State Ministry of Education
- West Darfur State:
- 9) State Ministry of Finance
 - 10) State Ministry of Health
 - 11) State Water Corporation (SWC)
 - 12) State Ministry of Education

(7) Supervising Institutions

Line ministries of the federal government will supervise activities of implementing agencies. These are;

- 1) Ministry of Health
- 2) Ministry of General Education
- 3) Ministry of Water Resources and Power, Drinking Water and Sanitation Unit
- 4) National Council for Technical and Technological Education
- 5) Supreme Council for Vocational Training and Apprenticeship

(8) Responsible Persons

Following seven persons are responsible for overseeing the project at national and state level.

- Project Director: General Rapporteur, HCDG
- General Managers:
- Secretary General, North Darfur State
 - Secretary General, South Darfur State
 - Secretary General, West Darfur State
- Project Managers:
- Director General, State Ministry of Finance, North Darfur State
 - Director General, State Ministry of Finance, South Darfur State
 - Director General, State Ministry of Finance, West Darfur State

3. OBJECTIVES

(1) Super Goal

Strengthening peace and stability of three Darfur states through improvement of quality of life of people in three Darfur states

(2) Overall Goal

Public well-being is enhanced in three Darfur states

“Well-being” is defined as conditions where public happiness, public trust and public services are

fulfilled for the people.

<Indicators>

- Public happiness is increased
- Public trust on the government is promoted
- Satisfaction on public services is increased

(3) Project Purpose

Public services considering public needs are inclusively provided in pilot projects area and institutional capacity (planning, implementation, monitoring and evaluation) of the State Governments in the provision of public services is strengthened

<Indicators>

- Selection process of the pilot areas become inclusive (include the most conflict-affected people and community, etc. into target groups with consideration for coexistence)
- Recognition of implementing agencies on public needs is improved (Contacts with community is increased, attitude of implementing agencies to community people become responsive from neglective, etc.)
- Capacity (to make the services efficient, transparent and peace promotion) of service providers perceived by stakeholders is improved

(4) Expected Outputs

The project expects following three outputs at the end of the project.

- 1) Planning and coordination skills necessary to conduct pilot projects in consideration of public needs and inclusiveness are improved
- 2) Skills and knowledge on the management of pilot projects with awareness for public needs and inclusiveness are improved
- 3) Operational framework of pilot projects is improved for public needs and inclusiveness

4. PROJECT COMPONENTS

SMAP-2 is composed of the following four components.

- 1) Health
- 2) Water and Environmental Sanitation
- 3) Employment and Skills Development
- 4) Project Management

4-1. COMPONENT 1: HEALTH

Supportive supervision for VMWs as the pilot project is expected to strengthen the capacity of VMWs and improve the current MCH services. In addition, community mobilization activities aim to enhance the problem-solving skills of community people in order to be able to manage their health. These supportive supervision and community mobilization activities will be provided as package to the total 15 targeted communities.

Through supportive supervision, Health Visitors visit individual VMW at home as well as provide group training to VMWs in the closest health facility. Also, community people's behavior is expected to change through health education and promotion focusing on reproductive health, nutrition, EPI, IMCI and other important health topics such as malaria and HIV in the PHC package of FMoH. Community mobilization also promotes community group activities for the improvement of health and sanitation condition by organizing community groups, especially women's groups, and providing small financial assistance for the activity.

For the capacity building of SMOH, training will be provided to enhance skills and knowledge necessary for the implementation of pilot projects. The lessons learned through the pilot project will be shared at regular Project Technical Committee meetings, the project develop an operation manual for community mobilization based on the shared lessons learned.

(1) Objectives

A. Overall Goal

"Public well-being is enhanced in three Darfur states" is a common objective among all sectors in SMAP 2.

<Indicators>

- [Common indicator] Public happiness is increased
- [Common indicator] Public trust on the government is promoted
- [Common indicator] Satisfaction on public services is increased
- Number of ANC provided by VMWs is increased in three Darfur states
- Number of births attended by skilled-birth attendant (including VMWs) is increased in three Darfur states
- Number of community referral is increased in three Darfur states
- Healthy behavior is promoted in three Darfur states

B. Project Purpose

Community-based maternal and child health services considering public needs are inclusively provided in pilot project area and institutional capacity of the State Ministry of Health (SMoH) in the provision of community-based maternal and child health services is strengthened.

<Indicators>

- [Common indicator] Selection process of the pilot areas become inclusive (include the most conflict-affected people and community, etc. into target groups with consideration for coexistence)
- [Common indicator] Recognition of implementing agencies on public needs is improved (Contacts with community is increased, attitude of implementing agencies to community people become responsive from neglective, etc.)
- [Common indicator] Capacity (to make the services efficient, transparent and peace promotion) of service providers perceived by stakeholders is improved
- Public satisfaction on selected health services is increased in pilot areas
- Number of ANC provided by VMWs is increased in pilot areas
- Number of births attended by skilled-birth attendant (including VMWs) is increased in pilot areas

- Number of community referral is increased in pilot areas
- Healthy behavior is promoted in pilot areas
- Pilot Projects are repeatedly implemented as planned

(2) Expected Outputs

In Component 1, it is expected that State Ministry Health improve institutional capacity in terms of planning, skills & knowledge and operation & management through implementation of the Pilot projects.

- 1) Planning and coordination skills necessary to conduct pilot projects (community mobilization and supportive supervision of VMW) in consideration of public needs and inclusiveness are improved

<Indicators>

- Pilot Projects plan is prepared in consideration of public needs and inclusiveness
 - Overall annual plan of pilot projects is prepared every year and is reviewed more than XXX times a year
- 2) Skills and knowledge of SMoHs on the management of the pilot projects with awareness for public needs and inclusiveness are improved

<Indicators>

- More than XXX persons of RH coordinators/HVs/AHVs/MA/SMoH(Health Promotion) receive technical training
 - More than XXX persons of VMW/CHW/CHP receive training
 - Number of VMWs who receive regular supervision is increased (at least XXX times a year)
 - Satisfaction of VMWs who receive supervision is increased
 - Community Health Committee organize meetings more than XXX times a year
 - Community mobilization activities are implemented more than XXX times a year
 - More than XXX persons participate in the activity
 - Skills, knowledge and awareness of SMoHs staff are improved
- 3) Operational procedure of pilot projects in SMoHs (supportive supervision and community mobilization) is improved for public needs and inclusiveness.

<Indicators>

- Good practice and lessons learned of pilot projects are compiled as a case manual in each state.
- State Community mobilization strategy is developed in each state
- Supportive supervision improvement plan is developed in each state

(3) Activities

<Activities related to Output 1>

Activity 1-1. Establish Pilot Project Management Team at SMoH

- Activity 1-2. Select pilot areas in consultation with stakeholders including State Water Cooperation
- Activity 1-3. Conduct baseline study and situational analysis of community health (especially on MCH) activities and VMW supportive supervision
- Activity 1-4. Prepare and review Community Mobilization Action Plan for MCH with Community Health Committee and supportive supervision implementation plan in discussion with stakeholders including FMOH

<Activities related to Output 2>

- Activity 2-1. Based on activity 1.3, identify the training needs.
- Activity 2-2. Check the available training programs and existing guidelines and manuals and develop a training plan.
- Activity 2-3. Conduct training courses for capacity development of SMoH personnel (TOT training for RH coordinator/HV/AHV on Supportive Supervision, TOT for SMoH on Health Promotion, training for Capacity development of health staff in Health Centers) .
- Activity 2-4. Provide Community mobilization training (Training for CHW/VMW, Training for community health committees' core members).
- Activity 2-5. Improve the functions of Community Health Committees in pilot areas in order to implement community mobilization activities (health education on MCH, community referral, etc.)
- Activity 2-6. Implement activities with Community Health Committee based on the Community Mobilization Action Plan
- Activity 2-7. Conduct necessary trainings (In-service training for VMW etc.).
- Activity 2-8. Conduct supervision for VMWs by supervisors
- Activity 2-9. Prepare activity reports of community mobilization and supportive supervision, and organize regular meeting.
- Activity 2-10. Procure necessary equipment for management and PHC centers
- Activity 2-11. Evaluate pilot projects

<Activities related to Output 3>

- Activity 3-1. Develop a case manual of good practice of community mobilization and share it with other stakeholders
- Activity 3-2. Review current supportive supervision system and develop the improvement plan
- Activity 3-3. Develop state Community mobilization strategy

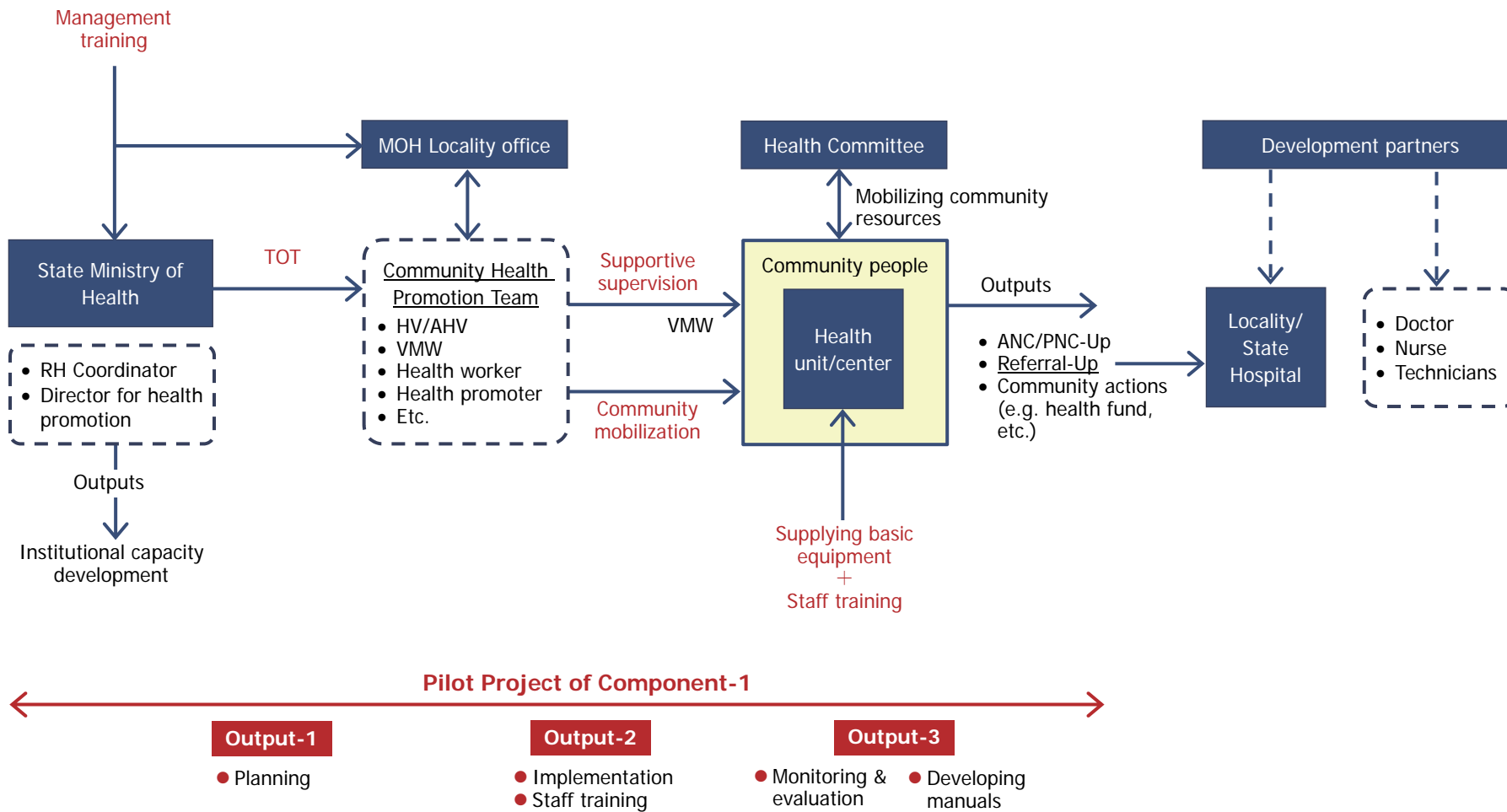


Figure 3-4: Basic approach of Component-1: Health

4-2. COMPONENT 2: WATER AND ENVIRONMENTAL SANITATION

Component 2 aims to improve the water access ratio of community people through the pilot project (rehabilitation of existing water yards, expansion of the distribution pipes, construction of new water yards), and improve the organization capacity of SWCs through OJT at the same time. Although construction of the water supply facilities is basically implemented by the private sectors, the project aims to provide more effective and efficient services through improvement of supervising and designing capacity of SWCs

The pilot project is planned to cover 57 communities (water yards) in three states. Beneficiaries are estimated to be approximately 160,000 (one hundred sixty thousand) by the end of the project. The pilot project of SMAP-2 has a feature that makes consideration of conflict prevention based on the needs of communities. The target community will be decided by agreement among SWCs, locality offices, and residents based on the selection criteria. Moreover, sanitary environment related to the water supply will be improved in collaboration with SMOH in SMAP-2. Planned activities are sanitary education to community and the proposal of sanitary water yard design. Dividing the water supply point between humans and livestock is particularly important for sanitation. It also has serious effect meaning for eliminating friction between inhabitants and nomads.

As for the capacity development for SWC staff, in addition to the training at DWST (Drinking Water and Sanitation Unit training Center), the project will support training at SWCs in order to expand training opportunities to staff of locality offices.

Lessons learned of the pilot project will be regularly shared with stakeholders at the sector technical committees. The project will develop a guideline related to water yard construction and rehabilitation.

(1) Objectives

A. Overall Goal

“Public well-being is enhanced in three Darfur states” is a common objective among all sectors in SMAP 2.

<Indicators>

- [Common indicator] Public happiness is increased
- [Common indicator] Public trust on the government is promoted
- [Common indicator] Satisfaction on public services is increased
- Coverage of improved water supply is increased to 70% of the population in rural area of three Darfur states by 2020 (estimate from national target)

B. Project Purpose

Water supply services considering public needs are inclusively provided in pilot projects area and institutional capacity of State Water Corporation (SWCs) in provision of rural water supply services is strengthened

<Indicators>

- [Common indicator] Selection process of the pilot areas become inclusive (include the most conflict-affected people and community, etc. into target groups with consideration for coexistence)
- [Common indicator] Recognition of implementing agencies on public needs is improved (Contacts with community is increased, attitude of implementing agencies to community people)

become responsive from neglective, etc.)

- [Common indicator] Capacity (to make the services efficient, transparent and peace promotion) of service providers perceived by stakeholders is improved
- Public satisfaction on water supply service is increased in pilot areas
- Access time to improved water is decreased XXX % in pilot areas
- Improved water consumption (litters/capita/day) is increased XXX % in pilot areas
- Pilot Projects are implemented as planned

(2) Expected Outputs

In Component 2, it is expected that State Ministry Health improve institutional capacity in terms of planning, skills & knowledge and operation & management through implementation of the Pilot projects.

- 1) Planning and coordination skills necessary to conduct pilot projects (rural water supply services) in consideration of public needs and inclusiveness are improved

<Indicators>

- All pilot projects are planned by each SWC
- 2) Skills and knowledge of SWCs on the management of pilot projects (rural water supply) with awareness for public needs and inclusiveness are improved

<Indicators>

- More than XXX of SWCs staff receive training at DWST
- More than XXX of SWCs staff receive training at SWCs
- Skills, knowledge and awareness to public service in SWCs staff are improved
- All pilot projects are supervised by each SWC

- 3) Operational procedure of pilot projects (rural water supply services) in SWCs is improved for public needs and inclusiveness

<Indicators>

- Water yards of pilot areas managed by revised database
- Water yard database is updated XXX times per year
- Well rehabilitation manual (good practice guide) are developed
- More than XXX site(s) of Pilot Project site(s) are properly monitored and evaluated

(3) Activities

<Activities related to Output 1>

Activity 1-1. SWCs implement socio-economy survey of target communities

Activity 1-2. SWCs implement baseline survey of target water yards

Activity 1-3. SWCs coordinate and convene stakeholder workshop to select priority communities in

order to conduct of pilot projects

Activity 1-4. SWCs coordinate State Ministries of Health and related organization in order to conduct sanitary training for communities

Activity 1-5. SWCs together with communities develop the pilot project plan considering with public needs and inclusiveness

<Activities related to Output 2>

Activity 2-1. Confirming the training needs of SWC staff

Activity 2-2. Developing the training program

Activity 2-3. Implementing the technical training for SWC staff

Activity 2-4. SWCs implement technical training for locality staff

Activity 2-5. Implementing the management training for SWC's supervisors

Activity 2-6. SWCs rehabilitate water yards using the airlifting method

Activity 2-7. SWCs supervise the new water yard (model water yard) construction

Activity 2-8. SWCs supervise construction work of distribution pipe expansion

Activity 2-9. SWCs conduct sanitary environment and O&M training related to water supply facility for community people

<Activities related to Output 3>

Activity 3-1. SWCs monitor and evaluate pilot project

Activity 3-2. SWCs implement end-line survey of pilot project in cooperation with related organization

Activity 3-3. SWCs improve the data management system of pilot water yards

Activity 3-4. SWCs develop the well rehabilitation manual (good practice guide)

4-3. COMPONENT 3: EMPLOYMENT AND SKILLS DEVELOPMENT

Darfur's labor market is characterized by diversified occupations and dominant microenterprises including informal economy. Under this context, to meet the labor needs, this component 3, employment/skills development, will implement three different types of training as pilot projects.

Integrated self-employment training for women is based on observation of high women's participation in labor market in Darfur. The training will target on self-employment in different skills areas. Some skills are popular among women, such as food processing and trading, and some are long existing business area in the region such as leather and handicrafts. Through this training, thanks to increased women's economic power, it is expected that subsequent positive effect may appear on family health and nutrition, and children's education.

Microenterprises take many youth, as apprentices. In Darfur, social merit of the apprentices is high as it offers opportunity of vocational training as well as social protection for the youth without proper employment. Focusing on this positive social aspect, this pilot project will enhance its function through training of the master craftsperson of the microenterprise and also provision of regular basic skills training for the apprentices. This will enable apprentices to obtain skills quicker and increase income through more effective and efficient training opportunities from the master craftsperson.

Short-term vocational training will be offered at ISS, which is a consecutive activity since the project

phase 1. Darfur is at the stage of shifting from humanitarian emergency assistance to development assistance. Expectation toward vocational training at ISS is high. However, ISS is still under-capacitated for vocational training implementation and management. During the SMAP-2, capacity development will be aimed through pilot project implementation starting from training program development, implementation, to evaluation.

The characteristic of the component 3 is that the main C/P will be the State Ministry of Finance Department of Labor (SMoF-DOL). This component aims to provide vocational training programs that are effective for employment and entrepreneurship. This component has numerous concerned institutions therefore it is extremely important to share common objective and implement activities in harmony. To facilitate coordination among stakeholders, State Employment and Entrepreneurship Committee (SEEC) will be established as a forum where stakeholders share information and coordinate activities centering SMoF-DOL.

Another feature of the component 3 is cooperation of private sector in provision of 3 kinds of vocational trainings. Official training institutions have strength in theoretical and technical trainings, but weak in connection to the world of work, which lead to the weakness in business and employment support. On the other hand, private sector has weakness in theoretical and technical training. The SMAP-2 aims to provide effective vocational training by enhancing both parties.

Effectiveness of these training should be periodically evaluated and flexibly adjusted for improvement. Lessons learned through the pilot projects will be collected and shared at the Sector Technical Committee (STC). These experiences will be arranged to guidelines (case study). These lessons will also serve as fundamental information for developing a State Employment/ Entrepreneurship Promotion Strategy.

(1) Objectives

A. Overall Goal

“Public well-being is enhanced in three Darfur states” is a common objective among all sectors in SMAP 2.

<Indicators>

- [Common indicator] Public happiness is increased
- [Common indicator] Public trust on the government is promoted
- [Common indicator] Satisfaction on public services is increased
- Diversified training program is available in three Darfur states
- Number of training program implemented is increased in three Darfur states

B. Project Purpose

Employment/ Skills Development program considering public needs are inclusively provided in pilot projects area and institutional capacity of the State Governments in provision of employment/skills development program is strengthened

<Indicators>

- [Common indicator] Selection process of the pilot areas become inclusive (include the most conflict-affected people and community, etc. into target groups with consideration for coexistence)
- [Common indicator] Recognition of implementing agencies on public needs is improved

(Contacts with community is increased, attitude of implementing agencies to community people become responsive from neglective, etc.)

- [Common indicator] Capacity (to make the services efficient, transparent and peace promotion) of service providers perceived by stakeholders is improved
- Public satisfaction on employment/ skills development program is increased in pilot areas
- XXX % of women who participated the integrated self-employment training provided as pilot project start their business
- XXX % of the apprentices who received training are hired and/or self-employed
- Employment rate of the graduates of short-term training is increased by XXX %
- Pilot projects are implemented as planned
- Vision and methodology of Employment and Entrepreneurship Promotion are recognized among stakeholders

(2) Expected Outputs

In Component 3, it is expected that State Ministry Finance and Ministry of Education improve institutional capacity in terms of planning, skills & knowledge and operation & management through implementation of the pilot projects.

- 1) Planning and coordination skills necessary to conduct pilot projects in employment and skills development in consideration of public needs and inclusiveness are improved

<Indicators>

- Periodical meeting of the State Employment and Entrepreneurship Promotion Committee is conducted
 - State Strategic Plan for Employment and Entrepreneurship Promotion is developed
 - Pilot project plan documents are developed
 - Selection criteria is developed
- 2) Skills and knowledge of the State Governments on the management of pilot projects in employment and skills development with awareness for public needs and inclusiveness are improved

<Indicators>

- More than XXX staff of State Ministry of Finance Department of Labor received training
- More than XXX staff of State Ministry of Education received training
- More than XXX staff of technical secondary school received training
- Skills, knowledge and awareness of staff of SMoFs, SMoEs and technical secondary school are improved
- More than XXX women receive entrepreneurship training
- XXX% of the training program participants are referred to microfinance institutions
- Knowledge of women on entrepreneurship is improved
- More than XXX apprentices trainers and apprentices are trained

- Skills and Knowledge of apprentices is improved
 - More than XXX socially vulnerable people are trained
 - Knowledge of training participants is improved
- 3) Operational framework of pilot project in employment and skills development is improved for public needs and inclusiveness

<Indicators>

- Monitoring and evaluation is conducted periodically
- Guidelines for employment and skills development is developed

(3) Activities

<Activities related to Output 1>

- Activity 1-1. Organize employment and entrepreneurship promotion committee
- Activity 1-2. Conduct periodical meeting of employment and entrepreneurship promotion committee
- Activity 1-3. Develop state employment and entrepreneurship promotion strategy
- Activity 1-4. Plan pilot projects
- Activity 1-5. Determine selection criteria for trainees

<Activities related to Output 2>

(Training of State Government Staff)

- Activity 2-1. Conduct needs analysis of the staff of State Ministry of Finance, department of labor issues
- Activity 2-2. Conduct needs analysis of the staff of State Ministry of Education
- Activity 2-3. Conduct needs analysis of the staff of Technical Secondary Schools
- Activity 2-4. Develop training plan for staff of SMoF department of labor issue, SMoE, and ISSs
- Activity 2-5. Implement staff training for SMoF department of labor issue, SMoE, and ISSs according to the plan
- Activity 2-6. Evaluate the effectiveness of trainings

(Integrated self-employment training for women)

- Activity 2-7. Conduct labor market survey for women's self-employment
- Activity 2-8. Develop integrated training program for women's self-employment
- Activity 2-9. Select program implementers
- Activity 2-10. Implement integrated program
- Activity 2-11. Conduct tracer study of the training participants
- Activity 2-12. Conduct self-evaluation by the training implementers

(Human resource development support for micro enterprises)

- Activity 2-13. Conduct situation survey for apprentices training

Activity 2-14. Conduct training for apprentices' trainers

Activity 2-15. Conduct training for apprentices

Activity 2-16. Conduct monitoring and evaluation of these trainings

(Short-term training for socially vulnerable people at ISSs)

Activity 2-17. Conduct labor needs survey

Activity 2-18. Develop curriculum and teaching materials

Activity 2-19. Implement short-term training

Activity 2-20. Conduct monitoring and evaluation

<Activities related to Output 3>

Activity 3-1. Evaluate effectiveness of pilot project trainings

Activity 3-2. Develop guidelines of employment and skills development

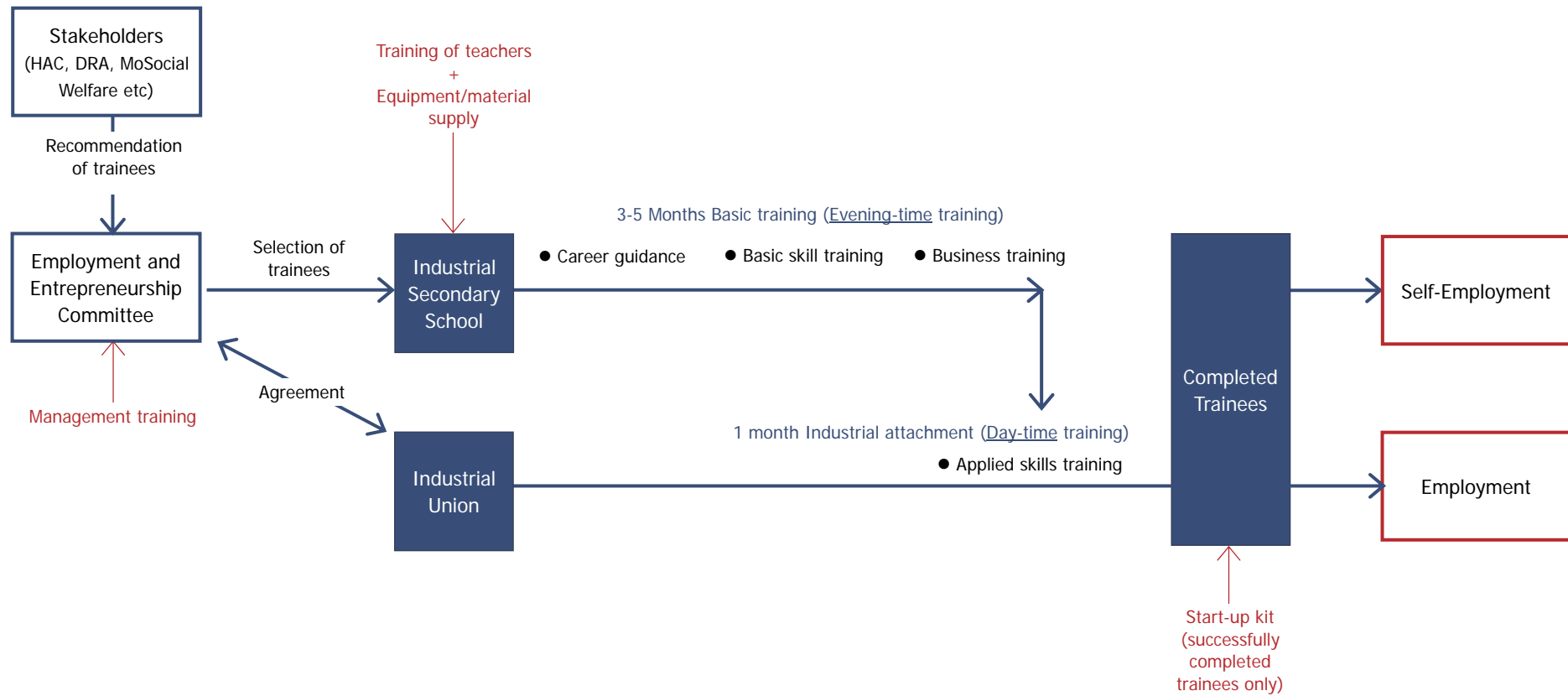


Figure 3-5: Structure of short-term basic skills training for socially vulnerable youth

Training courses: Welding and metal work, Auto-motive, Electricity and others

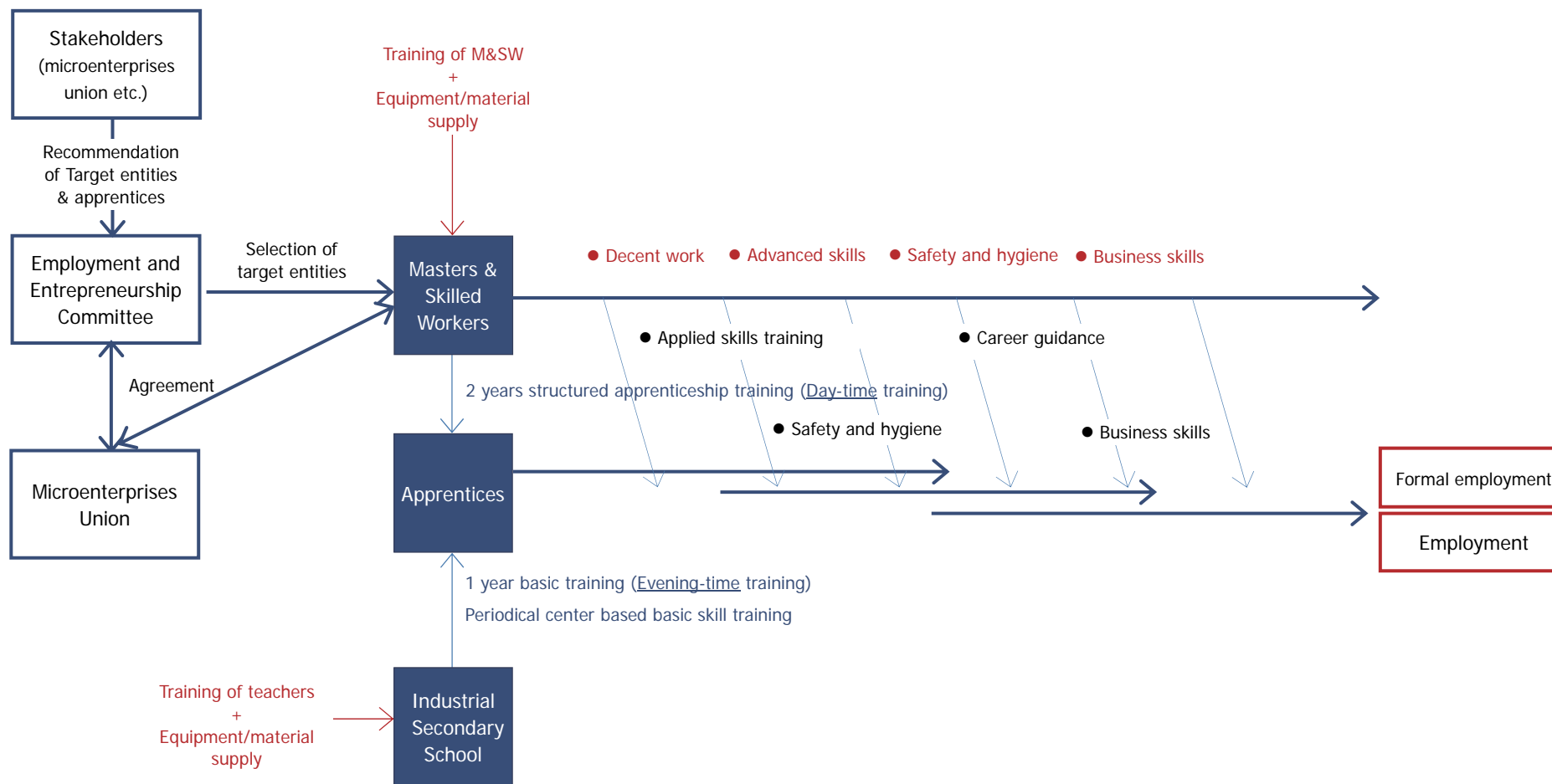


Figure 3-6: Structure of human resource development at micro enterprises

Training courses: Welding and metal work, Auto-motive and others

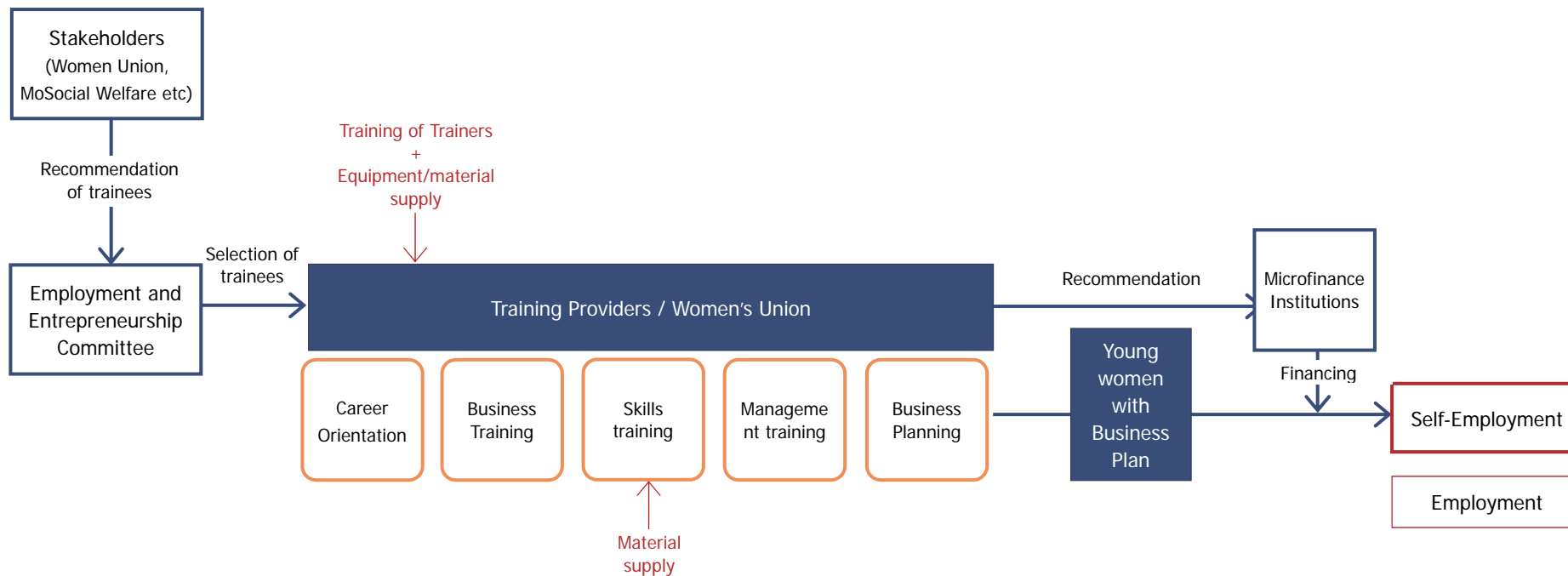


Figure 3-7: Structure of integrated women's entrepreneurship training for socially vulnerable women

Training courses: Leatherwork, food business, handicraft and others

4-4. COMPONENT 4: PROJECT MANAGEMENT

The state governments have hardly evaluated the Strategic Plan of State or development projects, while recognizing themselves that they need to develop their capacity to conduct appropriate evaluation. Component 4 aims to enhance the capacity of Planning Directorate, SMOF as well as the executive level of other implementation agencies to manage a project properly through monitoring and evaluation of pilot projects in three sectors, namely health, water and environmental sanitation, and employment and skills development. In order to support them to acquire knowledge, training will also be provided. After learning basic knowledge of project management, along with monitoring and evaluation of the pilot projects, the implementation agencies will have opportunities to evaluate other public service as well. It should be highlighted that inclusiveness in service delivery is one of the key issues to evaluate public service in Darfur. Based on these activities, project monitoring and evaluation manual will be developed.

(1) Objectives

A. Overall Goal

“Public well-being is enhanced in three Darfur states” is a common objective among all sectors in SMAP 2.

<Indicators>

- [Common indicator] Public happiness is increased
- [Common indicator] Public trust on the government is promoted
- [Common indicator] Satisfaction on public services is increased
- Information of public services open to public is increased

B. Project Purpose

Institutional capacity of project management (monitoring and evaluation, and project financing) of State Ministries of Finance (SMoFs) and implementing agencies of pilot projects is strengthened

<Indicators>

- [Common indicator] Selection process of the pilot areas become inclusive (include the most conflict-affected people and community, etc. into target groups with consideration for coexistence)
- [Common indicator] Recognition of implementing agencies on public needs is improved (Contacts with community is increased, attitude of implementing agencies to community people become responsive from neglective, etc.)
- [Common indicator] Capacity (to make the services efficient, transparent and peace promotion) of service providers perceived by stakeholders is improved
- More than XXX % of submitted monthly reports are accurate (data for indicators are provided without misunderstandings nor missing)
- More than XXX % of submitted quarterly reports are accurate (judgment on relevance, progress, effectiveness of the pilot projects are provided without misconception, recommendation from SMOFs to implementing agencies become relevant or practical for pilot projects)
- SMOFs conduct monitoring and evaluation on more than three projects
- Proportions of total operational cost for the pilot activities burden by SMOFs are increased

(2) Expected Outputs

In Component 4, it is expected that SMoF and other implementing agencies improve institutional capacity in terms of planning, skills & knowledge and operation & management through monitoring and evaluation of the Pilot projects.

- 1) Planning and coordination skills necessary to conduct monitoring and evaluation on the pilot projects (including project financing) in consideration of public needs and inclusiveness.

<Indicators>

- Monitoring and evaluation plan is developed
 - Monitoring and evaluation plan includes the activities and/or tools to monitor public needs and inclusiveness
- 2) Skills and knowledge of SMoFs and implementing agencies of pilot projects on monitoring and evaluation, and project financing with awareness for public needs and inclusiveness are improved.

<Indicators>

- More than XXX staff of SMoFs and implementing agencies receive the training on monitoring and evaluation and project financing
 - More than XXX % of monthly reports are submitted to SMoFs from implementing agencies
 - Skills, knowledge and awareness of SMoFs and implementing agencies are improved
 - More than XXX % of quarterly monitoring and evaluation sheet are feed backed to implementing agencies from SMoFs
- 3) Operational procedure of monitoring and evaluation on pilot projects (including project financing) is improved for public needs and inclusiveness

<Indicators>

- Manual of monitoring and evaluation is developed
- Manuals includes the content of public needs and inclusiveness

(3) Activities

<Activities related to Output 1>

Activity 1-1. State Project Management Committee is formed.

Activity 1-2. Monitoring and evaluation plan is developed by the committee.

<Activities related to Output 2>

Activity 2-1. Training programs on monitoring and evaluation and on project financing are developed

Activity 2-2. Trainings on monitoring and evaluation, and project financing are provided for SMoFs and implementing agencies of pilot project

Activity 2-3. SMoFs conduct monitoring on the pilot activities through monthly report from implementing agencies.

Activity 2-4. SMOFs conduct site visits on pilot activities.

Activity 2-5. SMOFs conduct evaluation survey.

<Activities related to Output 3>

Activity 3-1. Monitoring and evaluation activities of SMOFs and implementing agencies of pilot projects is reviewed

Activity 3-2. Draft manual of monitoring and evaluation, is developed by SMOFs and implementing agencies of pilot project

Activity 3-3. Manual of monitoring and evaluation is reviewed by stakeholders

Activity 3-4. Manual of monitoring and evaluation is finalized

5. IMPLEMENTATION ARRANGEMENT

(1) Project Director and Managers

A. Project Director (General Rapporteur, HCDG)

Project Director is responsible for supervising the overall project operation. He/she will be Chairperson of JCC (Joint Coordinating Committee) and gives advice to the members. According to the recommendations made at JCC, the Project Director gives official approval of the SMAP annual plan and any important changes made on the plan.

B. General Manager (Secretary General of Each State)

Three General Managers (GMs), namely GM for North Darfur, GM for South Darfur and GM for West Darfur, are responsible for overseeing the project activities in each state. He/she will act as coordinator with other state ministries/institutions, private sectors and the Federal Government to ensure the success of the project. GMs also have responsibility to ensure budgeting of the local component.

C. Project Manager (Director General, State Ministry of Finance of Each State)

Director General (DG) of the Ministry of Finance of three Darfur states shall be the Project Manager of SMAP-2. PM is responsible for inspection, monitoring, and offering advice/assistance to all implementing agencies in each state when necessary for the purposes of harmonization. PM will also be the chair of the State Project Management Committee (SPMC) and organizes quarterly meeting.

(2) Committees

In SMAP-2, three types of committee will be established. These are i) Joint Coordinating Committee, ii) State Project Management Committee and iii) Sector Technical Committee. These committees have very important functions in monitoring the pilot projects, identification of issues and its solution and giving advice/support to the members.

A. Joint Coordinating Committee (JCC)

Joint Coordinating Committee (JCC), composed of members listed in Table 3-2 below, will meet at least once in every six (6) month and whenever necessary during the project.

Table 3-2: Outline of JCC

Chairperson	General Rapporteur, HCDG
Members	Core members are representatives of implementing agencies of SMAP-2. In addition, line ministries of Federal Government will participate as observers (refer to the Table below).
Secretariat	HCDG
Function	<p>a) To monitor the overall progress and the achievements of the project</p> <p>b) To review measures taken by JICA on</p> <ul style="list-style-type: none"> • Dispatch of Japanese experts • Acceptance of C/P personnel in Japan or third country for training • Utilization and administration of machinery and equipment procured by the project <p>c) To make recommendations to the Government of Republic of Sudan on:</p> <ul style="list-style-type: none"> • Budgetary matters • Recruitment and appointment of C/P personnel • Selection and effective utilization of machinery and equipment <p>d) To make decisions and recommendations relevant to the overall strategy and management of the project.</p>
Meetings	At least once in every six months

Table 3-3: List of JCC members (tentative)

Federal Government	<p>1) Chairperson: General Rapporteur, HCDG</p> <p>2) Representative of HCDG</p>
North Darfur State	<p>Representative of;</p> <p>3) State Ministries of Finance</p> <p>4) State Ministries of Health</p> <p>5) State Water Cooperation</p> <p>6) State Ministries of Education</p> <p>7) State Employment and Entrepreneurship Promotion Committees</p>
South Darfur State	<p>Representative of;</p> <p>8) State Ministries of Finance</p> <p>9) State Ministries of Health</p> <p>10) State Water Cooperation</p> <p>11) State Ministries of Education</p> <p>12) State Employment and Entrepreneurship Promotion Committees</p>
West Darfur State	<p>Representative of;</p> <p>13) State Ministries of Finance</p> <p>14) State Ministries of Health</p> <p>15) State Water Cooperation</p> <p>16) State Ministries of Education</p> <p>17) State Employment and Entrepreneurship Promotion Committees</p>
Others	<p>18) Representatives of JICA Sudan Office</p> <p>19) Representatives of JICA Project Team</p> <p>20) Others appointed by the Chairman</p>
※ Followings are observers of JCC	

Federal Government	Representative of 1) Federal Ministry of Finance and National Economy 2) Federal Ministry of Health 3) Drinking Water and Sanitation Unit 4) Federal Ministry of General Education 5) National Council for Technical and Technological Education 6) Supreme Council for Vocational Training and Apprenticeship 7) Darfur Regional Authority
Others	8) Embassy of Japan 9) Other Development Partners 10) Others appointed by the Chairman
Japan Desk/ Secretariat of the Committee	Higher Council for Decentralized Governance will assign appropriate number of staffs as Secretariat of the Committee. The Secretariat will coordinate matters pertaining to the administration of the Committee.

B. State Project Management Committee (SPMC)

State Coordinating Committee (SPMC) has the function of overseeing project activities in Component 1, 2, 3 and 4 within the state. Therefore, three SPMCs will be set up in North, South and West Darfur respectively. SPMC will be composed of six members, who represent organizations that implement the pilot projects, and the members will meet at least once in every three (3) months and whenever the necessity arises during the project.

Table 3-4: Outline of SPMC

Committees	1) North Darfur State Project Management Committee (ND-SPMC) 2) South Darfur State Project Management Committee (ND-SPMC) 3) West Darfur State Project Management Committee (ND-SPMC)
Chairperson	Director General (DG), State Ministry of Finance
Members	Representative of; 1) State Ministries of Finance 2) State Ministries of Health 3) State Water Cooperation 4) State Ministries of Education 5) State Employment and Entrepreneurship Promotion Committees 6) Secretary General Office (Secretary) 7) Others appointed by Chairperson
Function	<ul style="list-style-type: none"> • To review the progress of the project in each state • To exchange opinion on major issues that arise during the implementation of the project, and take necessary steps to resolve issues • To approve annual project budget (local component) • To promote publicity regarding SMAP-2 • To report the results of the discussion to Project Director and General Manager
Meetings	Quarterly meeting will be held at SMoF

C. Sector Technical Committee (STC)

Sector Technical Committee (STC), the most important M&E tools, monitors the pilot projects and training program from a technical viewpoint. STC will be set up by sector, namely Health STC, Water & Environmental Sanitation STC and Employment STC. The outline of these STCs is shown in the table below.

Table 3-5: Outline of Health STC

Chairperson	Chairperson will be elected by members every year.
Members	<p><u>Federal Government</u> Representatives of Ministry of Health (PHC Department and Health Promotion Department)</p> <p><u>State Government</u> Representatives of;</p> <ol style="list-style-type: none"> 1) Ministry of Health, North Darfur 2) Ministry of Health, South Darfur 3) Ministry of Health, West Darfur <p>Above representatives will include at least Director General, RH Coordinator and Director of Health Promotion.</p> <p><u>Others</u></p> <ol style="list-style-type: none"> 4) Representatives of JICA Project Team 5) Key development partners (e.g. UNICEF, UNFPA, etc.) 6) Others appointed by Chairperson
Function	<ul style="list-style-type: none"> • To monitor progress of the pilot projects and training program • To identify the problems and its solution to be taken by implementing agencies • To develop annual sector plan and its cost estimation • To share lessons learned, good practices and updated information • To develop common guideline/manual for supportive supervision and community mobilization
Meetings	Quarterly meeting will be held at the Federal Ministry of Health, Khartoum

Table 3-6: Outline of Water & Sanitation STC

Chairperson	Chairperson will be elected by members every year.
Members	<p><u>Federal Government</u> Representatives of DWSU/DWST</p> <p><u>State Government</u> Representatives of;</p> <ol style="list-style-type: none"> 1) SWC, North Darfur 2) SWC, South Darfur 3) SWC, West Darfur <p><u>Others</u></p> <ol style="list-style-type: none"> 4) Representatives of JICA Project Team 5) Others appointed by Chairperson
Function	<ul style="list-style-type: none"> • To monitor progress of the pilot projects and training program • To identify the problems and its solution to be taken by implementing agencies • To develop annual sector plan and its cost estimation • To share lessons learned, good practices and updated information

	<ul style="list-style-type: none"> To develop common guideline/manual for water yard management
Meetings	Quarterly meeting will be held at DWSU, Khartoum

Table 3-7: Outline of Employment STC

Chairperson	Chairperson will be elected by members every year.
Members	<u>Federal Government</u> Representatives of; <ol style="list-style-type: none"> Federal Ministry of General Education National Council for Technical and Technological Education Supreme Council for Vocational Training and Apprenticeship <u>State Government</u> Representatives of; <ol style="list-style-type: none"> State Ministry of Finance (Department in charge of employment) State Ministry of Education, Department of technical education Technical Secondary School Microenterprises Union Women's Union Youth Union <u>Others</u> <ol style="list-style-type: none"> Representatives of JICA Project Team Others appointed by Chairperson
Function	<ul style="list-style-type: none"> To monitor progress of the pilot projects and training program To identify the problems and its solution to be taken by implementing agencies To develop annual sector plan and its cost estimation To share lessons learned, good practices and updated information To develop common strategy for youth employment and self-employment
Meetings	Quarterly meeting will be held at SCVTA, Khartoum

Table 3-8: Outline of M&E Technical Committee

Chairperson	Chairperson will be elected by members every year.
Members	Representatives of relevant institutions including; <ol style="list-style-type: none"> HCDG State Ministry of Finance (Department in charge of M&E) of three Darfur states State Ministry of Health of three Darfur states SWC of 3 Darfur States State Ministry of Education of three Darfur States Persons appointed by Chairperson (e.g. development partners)
Major function	<ul style="list-style-type: none"> To develop SMAP-2 Monitoring & Evaluation Plan To monitor M&E activities conducted by implementation agencies To assess the effectiveness of SMAP-2 M&E system To share lessons learned, good practices and updated information To develop common guideline/manual for project monitoring and evaluation
Meeting	Quarterly meeting will be held at HCDG, Khartoum

(3) Role of Key Players in SMAP-2

A. HCDG and Line Ministries of Federal Government

The line ministries of the Federal Government has four roles; 1) monitoring and supervising the implementing agency from the point of view of relevance of the project activity with the national policy, 2) providing technical advice, 3) providing training opportunity for the staff of the implementing agencies, and 4) coordination with other aid agencies in the target area.

HCDG is responsible for monitoring the progress of project activities as the responsible body of the project in accordance with the plan through report regularly submitted by the state government, regular meetings including JCC, and pilot project site visit. If the objective is not achieved, the implementation is delayed, or the activity is changed, HCDG also considers and recommends the necessary countermeasures to the state-level implanting agency. In addition, HCDG has the role of secretariat of JCC and SMAP-2, including organizing meetings and contacting with persons concerned and negotiating external institutions such as DRA and HAC.

B. State Implementing Agencies

The state implementing agencies will be responsible for the pilot projects, training, improvement of operational procedures, and Monitoring and Evaluation.

C. Other Relevant Institutions

a) Darfur Regional Authority (DRA)

The information of the project progress will be shared with DRA at the quarterly committee meetings as JCC observer. In addition, the information related to DRA activities will be shared to consider the possible collaboration and avoid the duplication of similar activities.

b) Humanitarian Aid Committee (HAC)

Each state implementing agency will share information with HAC for the implementation of pilot project to ensure the consistency with the government policy. Extreme caution will be paid to the assistance to IDP camps and returnee communities. SPMC, Project General Manager (State Secretary General), and HCDG will provide assistance for the coordination with HAC if necessary.

c) Other development partners

It is the fundamental of the project management to share information with other development partners which are conducting similar activities and to avoid the duplication of the activity. Therefore, it is strongly desired for the state implementing agency to organize regular donor meetings under its initiative. This project needs collaboration with other institutions in the following points.

● Outsourcing of the survey

In such a condition where Japanese experts cannot access to the target communities due to the restriction on the trip to Darfur, the baseline survey and evaluation study may need to be outsourced to an external organization. The qualified subcontractor should have not only expertise and working experience in Darfur but also the local office located in Darfur from the economic perspective. IOM is selected as the qualified organization to carry out the socio-economic survey in this detailed planning study.

● Monitoring and supervision of implementing agencies

Providing remote assistance may not be effective in a current condition where the capacity of the implementing agency is not necessarily high. In this case, the technical assistance and/or monitoring of some crucial activities of the pilot project might be sub-contracted with other external institutions for a

certain period of time, which requires the cooperation with external expert organizations.

- Collaboration for annual planning and state development strategy formulation

In SMAP-2, it is expected that the annual work plan (SWC) and the state employment and entrepreneurial strategy will be developed in collaboration with development partners.

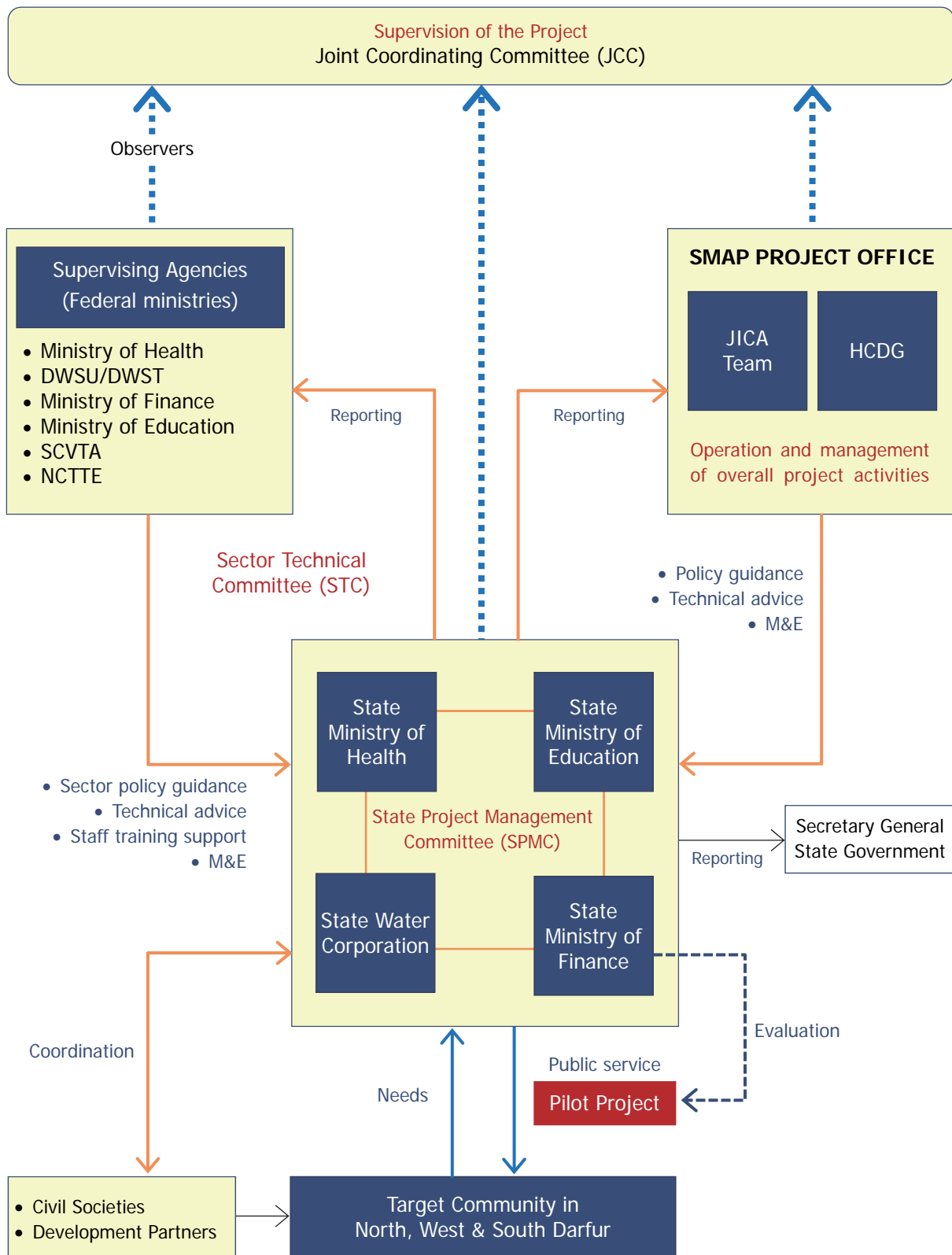


Figure 3-8: SMAP implementation structure (Overall)

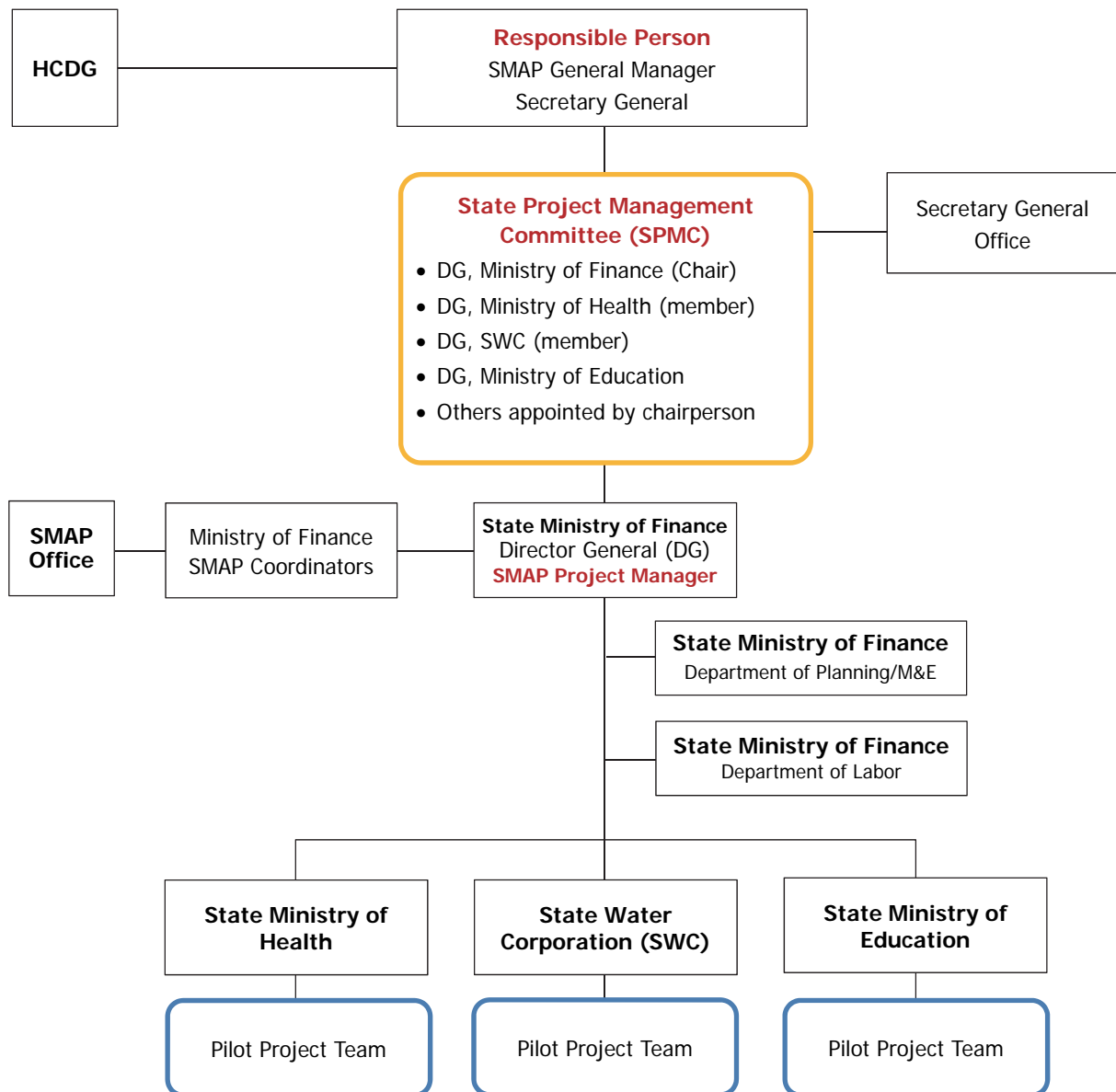


Figure 3-9: SMAP-2 Implementation structure at state level

6. MONITORING AND EVALUATION OF THE PILOT PROJECT

Monitoring and evaluation (M&E) will be conducted according to the M&E plan, to be developed in SMAP-2. Khartoum-based JICA team and states-based C/Ps will cooperatively implement pilot projects and thus M&E is indispensable, more than conventional project.

(1) Objectives of M&E

Objectives of M&E of pilot projects in SMAP-2 are as follows:

- To verify if the public services are appropriately and steadily implemented according to the pilot project plan (from the view point of effectiveness, efficiency, equity, accountability and consideration to the conflict prevention)
- To seek for cost efficient service provision through M&E on the project expenditure
- To fulfil accountability of pilot projects (public services)
- To enhance communication with the community people through M&E, and to promote service provision that meets the needs of the community.
- To minimize delay of operation process and aggravation of problems so as to achieve the outputs of the pilot projects.
- To sort out the lessons learned and recommendations recognized through M&E, with the intention of utilizing the data as basis for development of guidelines and state development strategy.

(2) M&E Approaches

A. Monthly Report

Pilot project management team leader of the C/P will prepare monthly report, by sorting out information (such as activity record) provided by the pilot project implementation team. Monthly report will be the most fundamental tool to understand the progress of the pilot projects. Team leader will submit the monthly report to the SMoF and SMAP-2 office (JICA team and HCDG), then the SMAP-2 office shall share with the relevant organizations.

B. Team Meeting

Pilot project management team of the C/P will hold monthly meeting inviting the team members and other stakeholders when appropriate, to share the progress of the activities. Monthly report explained in the above section will be used as meeting handouts, which could be updated where necessary. Team leader is requested to make effort for better daily communication among the members including pilot project implementation team, not limited to the meetings set officially.

C. Quarterly Monitoring & Evaluation Sheet

M&E team of the SMoF will make quarterly report, based on the monthly reports submitted by the implementing agencies and discussion record of SPMC and JCC. Quarterly report is to figure out the status of the evaluation indicators, and to suggest for improvement. Implementing agencies should receive feedback from the SMoF-M&E team.

D. JCC, SPMC and STC

As detailed in the previous section, periodical meetings will monitor, analyze and evaluate the data collected by the C/P.

E. Sites Visit

SMAP-2 office will visit Darfur states quarterly, and monitor the progress and achievements of pilot projects through observation and discussion with the C/P, project team, and community people. SMoF should also participate in such study.

F. Evaluation Study

When the data is not available from the pilot project records, C/P will conduct simple surveys such as interview to stakeholders.

G. Annual Evaluation Study

Prior to the annual activity/budget planning, achievement status of pilot projects will be studied (June-July every year). The study will be conducted based on the evaluation indicators, using various survey methods such as questionnaire survey, focus group discussion, 360 degree survey with questionnaire. Evaluation should be conducted by third party (SMAP-2 JICA team will outsource a study team) and C/P shall cooperate to the survey.

Table 3-9 : Component 1 Indicators and Means of Verification

Overall Goal	Indicator	Means of Verification
Public well-being is enhanced in three Darfur states (*Well-being is defined as conditions where public happiness, public trust and public services are fulfilled for the people)	[Common indicator] Public happiness is increased	Questionnaire survey/ focus group discussion
	[Common indicator] Public trust on the government is promoted	Ditto
	[Common indicator] Satisfaction on public services is increased	Ditto
	Number of ANC provided by VMWs is increased in three Darfur states	Records/statistics of SMoHs
	Number of births attended by skilled-birth attendant (including VMWs) is increased in three Darfur states	Ditto
	Number of community referral is increased in three Darfur states	Baseline survey/endline survey Records/statistics of SMoHs
	Healthy behavior is promoted in three Darfur states	Records/statistics of SMoHs
Project Purpose	Indicator	Means of Verification
Community-based maternal and child health services considering public needs are inclusively provided in pilot project area and institutional capacity of the State Ministry of Health (SMoHs) in the provision of community-based	[Common indicator] Selection process of the pilot areas become inclusive (include the most conflict-affected people and community, etc. into target groups with consideration for coexistence)	360 degree survey with questionnaire Most Significant Change method
	[Common indicator] Recognition of implementing agencies on public needs is improved (Contacts with community is increased, attitude of implementing agencies to community people become responsive from neglective, etc.)	Ditto

maternal and child health services is strengthened	[Common indicator] Capacity (to make the services efficient, transparent and peace promotion) of service providers perceived by stakeholders is improved	Ditto
	Public satisfaction on selected health services is increased in pilot areas	Baseline survey/endline survey
	Number of ANC provided by VMWs is increased in pilot areas	Records/statistics of SMoHs
	Number of births attended by skilled-birth attendant (including VMWs) is increased in pilot areas	Ditto
	Number of community referral is increased in pilot areas	Baseline survey/endline survey Records/statistics of SMoHs
	Healthy behavior is promoted in pilot areas	Survey
	Pilot Projects are repeatedly implemented as planned	Pilot Project Plan
Output	Indicator	Means of Verification
Planning and coordination skills necessary to conduct pilot projects (community mobilization and supportive supervision of VMW) in consideration of public needs and inclusiveness are improved	Pilot Projects plan is prepared in consideration of public needs and inclusiveness	Project records
	Overall annual plan of pilot projects is prepared every year and is reviewed more than XXX times a year	Ditto
Skills and knowledge of SMoHs on the management of the pilot projects with awareness for public needs and inclusiveness are improved	More than XXX persons of RH coordinators/HVs/AHVs/MA/SMoH(Health Promotion) receive technical training	Training records of SMoHs
	More than XXX persons of VMW/CHW/CHP receive training	Supportive supervision record of SMoHs
	Number of VMWs who receive regular supervision is increased (at least XXX times a year)	Training records of SMoHs
	Satisfaction of VMWs who receive supervision is increased	Questionnaire survey/ Training evaluation report of SMoHs
	Community Health Committee organize meetings more than XXX times a year	Health promotion activity records of SMoHs
	Community mobilization activities are implemented more than XXX times a year	Ditto
	More than XXX persons participate in	Ditto

	the activity	
	Skills, knowledge and awareness of SMOHs staff are improved	Interview with SMOH staff
Operational procedure of pilot projects in SMOHs (supportive supervision and community mobilization) is improved for public needs and inclusiveness	Good practice and lessons learned of pilot projects are compiled as a case manual in each state	Developed case manual
	State Community mobilization strategy is developed in each state	Developed state community mobilization strategy
	Supportive supervision improvement plan is developed in each state	Developed supportive supervision improvement plan

Table 3-10 : Component 2 Indicators and Means of Verification

Overall Goal	Indicator	Means of Verification
Public well-being is enhanced in three Darfur states	[Common indicator] Public happiness is increased	Questionnaire survey/ focus group discussion
	[Common indicator] Public trust on the government is promoted	Ditto
	[Common indicator] Satisfaction on public services is increased	Ditto
	Coverage of improved water supply is increased to 70% of the population in rural area of three Darfur states by 2020 (estimate from national target)	Records/statistics of SWCs
Project Purpose	Indicator	Means of Verification
Water supply services considering public needs are inclusively provided in pilot projects area and institutional capacity of State Water Corporation (SWCs) in provision of rural water supply services is strengthened	[Common indicator] Selection process of the pilot areas become inclusive (include the most conflict-affected people and community, etc. into target groups with consideration for coexistence)	360 degree survey with questionnaire (Most Significant Change method)
	[Common indicator] Recognition of implementing agencies on public needs is improved (Contacts with community is increased, attitude of implementing agencies to community people become responsive from neglective, etc.)	Ditto
	[Common indicator] Capacity (to make the services efficient, transparent and peace promotion) of service providers perceived by stakeholders is improved	Ditto
	Public satisfaction on water supply service is increased in pilot areas	Baseline survey, endline survey
	Access time to improved water is decreased XXX % in pilot areas	Ditto
	Improved water consumption	Ditto

	(litters/capita/day) is increased XXX % in pilot areas	
	Pilot Projects are implemented as planned	SWCs records
Output	Indicator	Means of Verification
Planning and coordination skills necessary to conduct pilot projects (rural water supply services) in consideration of public needs and inclusiveness are improved	All pilot projects are planned by each SWC	Pilot project plan Monthly report, quarterly report Discussion in Sector Meeting
Skills and knowledge of SWCs on the management of pilot projects (rural water supply) with awareness for public needs and inclusiveness are improved	More than XXX of SWCs staff receive training at DWST	Training record of SWCs
	More than XXX of SWCs staff receive training at SWCs	Ditto
	Skills, knowledge and awareness to public service in SWCs staff are improved	Questionnaire survey/ Training evaluation report
	All pilot projects are supervised by each SWC	SWC's monthly and quarterly report/ STC report
Operational procedure of pilot projects (rural water supply services) in SWCs is improved for public needs and inclusiveness	Water yards of pilot areas managed by revised database	Water yard database of SWCs
	Water yard database is updated XXX times per year	Ditto
	Well rehabilitation manual (good practice guide) are developed	Equipment database of SWCs
	More than XXX site(s) of Pilot Project site(s) are properly monitored and evaluated	Revised guideline

Table 3-11 : Component 3 Indicators and Means of Verification

Overall Goal	Indicator	Means of Verification
Public well-being is enhanced in three Darfur states	[Common indicator] Public happiness is increased	Questionnaire survey/ focus group discussion
	[Common indicator] Public trust on the government is promoted	Ditto
	[Common indicator] Satisfaction on public services is increased	Ditto
	Diversified training program is available in three Darfur states	Program implementation record of the training providers
	Number of training program implemented is increased in three Darfur	Ditto

	states	
Project Purpose	Indicator	Means of Verification
Employment/ Skills Development program considering public needs are inclusively provided in pilot projects area and institutional capacity of the State Governments in provision of employment/skills development program is strengthened	[Common indicator] Selection process of the pilot areas become inclusive (include the most conflict-affected people and community, etc. into target groups with consideration for coexistence)	360 degree survey with questionnaire (Most Significant Change method)
	[Common indicator] Recognition of implementing agencies on public needs is improved (Contacts with community is increased, attitude of implementing agencies to community people become responsive from neglective, etc.)	Ditto
	[Common indicator] Capacity (to make the services efficient, transparent and peace promotion) of service providers perceived by stakeholders is improved	Ditto
	Public satisfaction on employment/ skills development program is increased in pilot areas	Baseline survey, endline survey
	XXX % of women who participated the integrated self-employment training provided as pilot project start their business	Ditto
	XXX % of the apprentices who received training are hired and/or self-employed	Ditto
	Employment rate of the graduates of short-term training is increased by XXX %	Ditto
	Pilot projects are implemented as planned	Program implementation records
	Vision and methodology of Employment and Entrepreneurship Promotion are recognized among stakeholders	Baseline survey, endline survey
Output	Indicator	Means of Verification
Planning and coordination skills necessary to conduct pilot projects in employment and skills development in consideration of public needs and inclusiveness are improved	Periodical meeting of the State Employment and Entrepreneurship Promotion Committee is conducted	Minutes of meetings
	State Strategic Plan for Employment and Entrepreneurship Promotion is developed	State Strategic Plan for Employment and Entrepreneurship Development
	Pilot project plan documents are developed	Pilot project plan documents
	Selection criteria is developed	Selection criteria documents
Skills and knowledge of the State Governments on the management of	More than XXX staff of State Ministry of Finance Department of Labor received training	Training implementation record

pilot projects in employment and skills development with awareness for public needs and inclusiveness are improved	More than XXX staff of State Ministry of Education received training	Ditto
	More than XXX staff of technical secondary school received training	Ditto
	Skills, knowledge and awareness of staff of SMoFs, SMoEs and technical secondary school are improved	Questionnaire survey/ Training evaluation report
	More than XXX women receive entrepreneurship training	Training implementation record
	XXX% of the training program participants are referred to microfinance institutions	Ditto
	Knowledge of women on entrepreneurship is improved	End of training questionnaires
	More than XXX apprentices trainers and apprentices are trained	Training implementation record
	Skills and Knowledge of apprentices is improved	End of training questionnaires
	More than XXX socially vulnerable people are trained	Program implementation/participants record
	Knowledge of training participants is improved	End of training questionnaires
Operational framework of pilot project in employment and skills development is improved for public needs and inclusiveness	Monitoring and evaluation is conducted periodically	Monitoring and evaluation report
	Guidelines for employment and skills development is developed	Guidelines for vocational training/livelihood improvement support

Table 3-12 : Component 4 Indicators and Means of Verification

Overall Goal	Indicator	Means of Verification
Public well-being is enhanced in three Darfur states	[Common indicator] Public happiness is increased	Questionnaire survey/ focus group discussion
	[Common indicator] Public trust on the government is promoted	Ditto
	[Common indicator] Satisfaction on public services is increased	Ditto
	Information of public services open to public is increased	Record of SMoFs and implementing agencies
Project Purpose	Indicator	Means of Verification
Institutional capacity of project management (monitoring and evaluation, and project financing) of State	[Common indicator] Selection process of the pilot areas become inclusive (include the most conflict-affected people and community, etc. into target groups with consideration for coexistence)	360 degree survey with questionnaire (Most Significant Change method)

Ministries of Finance (SMoFs) and implementing agencies of pilot projects is strengthened	[Common indicator] Recognition of implementing agencies on public needs is improved (Contacts with community is increased, attitude of implementing agencies to community people become responsive from neglective, etc.)	Ditto
	[Common indicator] Capacity (to make the services efficient, transparent and peace promotion) of service providers perceived by stakeholders is improved	Ditto
	More than XXX % of submitted monthly reports are accurate (data for indicators are provided without misunderstandings nor missing)	Monthly reports submitted by implementing agencies
	More than XXX % of submitted quarterly reports are accurate (judgment on relevance, progress, effectiveness of the pilot projects are provided without misconception, recommendation from SMoFs to implementing agencies become relevant or practical for pilot projects)	Quarterly monitoring and evaluation sheets filled by SMoFs
	SMoFs conduct monitoring and evaluation on more than three projects	Monitoring and evaluation record of SMoFs
	Proportions of total operational cost for the pilot activities burden by SMoFs are increased	Project accounts
Output	Indicator	Means of Verification
Planning and coordination skills necessary to conduct monitoring and evaluation on the pilot projects (including project financing) in consideration of public needs and inclusiveness	Monitoring and evaluation plan is developed	Monitoring and evaluation plan
	Monitoring and evaluation plan includes the activities and/or tools to monitor public needs and inclusiveness	Ditto
Skills and knowledge of SMoFs and implementing agencies of pilot projects on monitoring and evaluation, and project financing with	More than XXX staff of SMoFs and implementing agencies receive the training on monitoring and evaluation and project financing	Training record
	More than XXX % of monthly reports are submitted to SMoFs from implementing agencies	Ditto

awareness for public needs and inclusiveness are improved	Skills, knowledge and awareness of SMOFs and implementing agencies are improved	Ditto
	More than XXX % of quarterly monitoring and evaluation sheet are feed backed to implementing agencies from SMOFs	Monthly reports submitted by implementing agencies
Operational procedure of monitoring and evaluation on pilot projects (including project financing) is improved for public needs and inclusiveness	Manual of monitoring and evaluation is developed	Manual of monitoring and evaluation
	Manuals includes the content of public needs and inclusiveness	Ditto

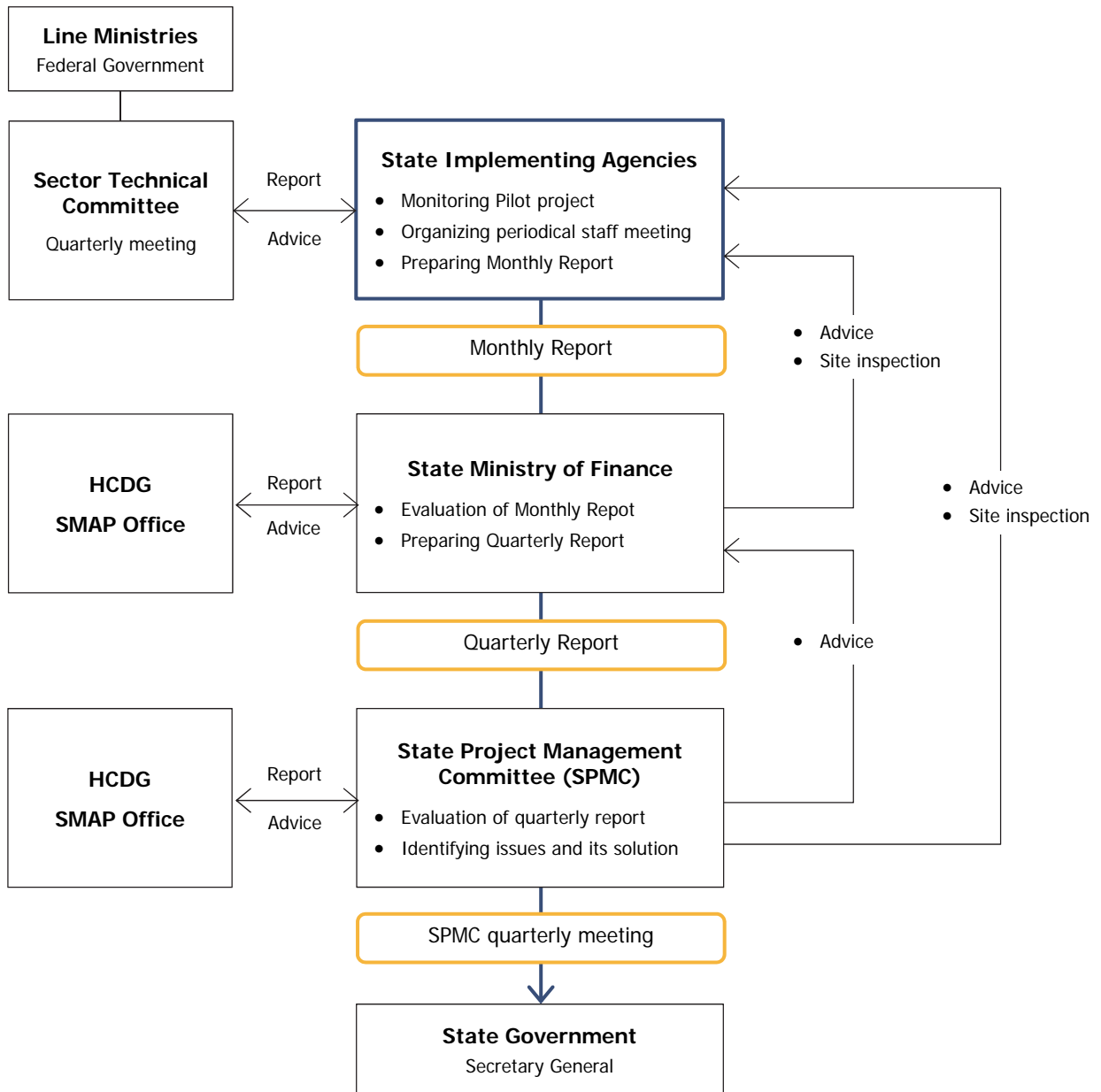


Figure 3-10: Information flow among key players in SMAP-2

7. ASSUMPTION AND RISK MANAGEMENT

(1) Assumption

A. Precondition to Implement the Project

- Security of project sites (including Khartoum) is not extremely worsened. (State governments can implement activities)

B. Assumption to Achieve Overall Goal

- Each state makes use of lessons learned and recommendation of pilot projects
- Each state makes use of the operational framework and its relevant documents developed or amended through project activities
- Pilot project, the operational framework and its relevant documents are consistent with federal and state policies
- Contents of pilot projects, the operation framework and its relevant documents are approved by state governments
- Resources of state governments or other development partners (budget/ equipment/ human resources, etc.) are continuously provided.

C. Assumption to Achieve Project Purpose

- Experiences from project activities are accumulated as organizational knowledge.

D. Assumption to Achieve Project Outputs

- The Federal government does not change its development policy.
- Drastic organizational reform and personnel transfer do not occur.
- The state economy is not worsened by conflict
- The restriction on the movement of staff of implementing agency does not occur because of the deterioration of security.

(2) RISK MANAGEMENT

In some parts of the target area of SMAP-2, armed conflict has been continuing and the security situation is very fluid. In this situation, the dispatch of Japanese experts to the project area is restricted and project is basically managed with remote communication. Thus, early detection of problems and prompt action to solve them is a key point of the successful project management. Otherwise, the problem could be more serious and prolonged. In practice, it is essential to assume predictable risks and decide countermeasures as well as to share the information and the decision with people concerned including C/P.

As of 2014, the expected risks and countermeasures are listed in the next pages. However, such risk management is needed to be update during the project implementation.

Table 3-13: Risks and Countermeasures in SMAP-2

<Risks on Achievement of Overall Goal, Other Impacts and Ripple Effects (Common Issues among All Components)>

Categories	Risks	Responses
Human Resources	After the completion of the project, the activities supported by the project are at a standstill because of the personnel transfer, etc.	A. During the project period, the situation of personnel transfers in implementing organization is monitored. As a result of monitoring, the exit strategies and action plans in the next years after the project are developed, considering the human resources in the organization at the end of the project.
Organizational Structure	After the end of the project, the activities supported by the project are at a standstill because of the organizational transform or changes of implementing agencies.	A. During the project period, the situation of organizational transformation is monitored. As a result of monitoring, the exit strategies and action plans in the next years after the project are developed, considering the organizational structure after the end of the project.
Financing	After the end of the project, the activities supported by the project are at a standstill because of a shortage of financial resources including the change of budget allocation by the change of policy priority area.	A. During the four year project period, portion of Sudanese local component on total expenses for pilot projects is increased gradually. B. The possibility of collaboration with other development partners is sought. C. Exit strategies are developed by the end of the Project in order to alleviate the negative influence of change of budget allocation by the policy change
Deterioration of security/stability of political situation	Well-being (availability of public services, happiness of people living in Darfur, etc.) is reduced by deterioration of security and instability of political situation	Impossible to response
Negative impacts	Negative impacts on the natural environment are occurred.	A. It is examined in SMPC and JCC whether any concern is arisen or not. If confirmed, countermeasures are discussed in SMPC and JCC.
	Negative impacts on the social environment (land acquisition/displacement of inhabitant) are occurred.	A. It is examined in SMPC and JCC whether any concern is arisen or not. If confirmed, countermeasures are discussed in SMPC and JCC.
	Negative impacts on well-being of people living in Darfur including the process of peace building and conflict prevention are occurred	A. It is examined in SMPC and JCC whether any concern is arisen or not. If confirmed, countermeasures are discussed in SMPC and JCC.
Others	Despite the achievement of overall goal, the causal relationship between the project purpose and overall goal is not clarified.	A. During the project period, achievement, outcome, direct and indirect impacts are proactively documented and visualized.

<Risks on Achievement of Project Purposes (Common Issues among All Components)>

Categories	Risks	Responses
Peace Building & Conflict Prevention	Some groups of inhabitants complain of the project activities such as “the activities are not inclusive”, “the activities do not take the people’s needs into consideration”, “the service is provided only to a certain group”, etc.	A. SPMC and JCC examined any complaints reported among people in Darfur. If confirmed, appropriate measures such as change, amendment, or cancellation of activities are considered after the reason behind such complaint and dissatisfaction among inhabitants is analyzed.
Change of Development Priority	Capacity development is excluded from development policy priorities.	Least likely to occur
	Federal or state governments define “capacity of the government” in development plan differently from the one defined by the project	A. During the project period, the definition of “capacity” in federal or state development plan and strategies are monitored.
	Other development partner conducts a similar project and it causes confusion of the definition of “capacity of the government”	A. During the project period, the movement of other development partners is monitored with monthly report, SMPC and JCC. If necessary, consultation with other partners is conducted for the definition of “the capacity of the government” through the state governments.
Non-achievements of Project Purpose	Because planned outputs are not generated, the project purpose is not achieved. (Implementation failure)	*For risks in outputs, refer to the next page.
	In spite of the fact that planned outputs are generated, the project purpose is not achieved. (Theory failure)	A. Logic of PDM is re-examined. If necessary, the change or addition of the activities and inputs is made.
Target of Indicators for the Project Purposes	Before the end of project, it becomes clear that the achievement of project purpose is difficult. (It is recognized that target of indicators of project purpose is beyond the achievable level.)	A. The adequacy of indicators and their targets is re-examined. If indicators or their targets are found inadequate, they are amended. B. In the case that there is influence of unexpected factors on non-attainment of the project purposes, change of targets and addition of inputs and activities are discussed.
	Before the end of the project, the project purpose is achieved. (it is recognized that the target of indicators of the project purpose is too low.”)	A. The adequacy of indicators and their targets is re-examined. If indicators or their targets are found inadequate, they are amended. B. In the case that there is influence of unexpected factors on achievement of the project purposes, change of targets and addition of inputs and activities are discussed.
Others	In spite of the fact that all outputs and project purpose are achieved, the causal relationship is not clarified.	

<Risks on Achievement of Outputs (Common Issues among All Components)>

Categories	Risks	Reponses
Deterioration of security and instable political situation	Activities or function of implementing agencies are stopped or declined due to the deterioration of security in state capital. (Deterioration of pre-condition of project implementation)	A. JCC is organized in three months if problems are identified, and countermeasures are discussed. The activities in state where the problems are happened can be cancelled with approval from JICA. B. Activities can be limited to the training of staff of implementing agencies, if necessary.
	Pilot projects are cancelled or delayed due to the deterioration of security in pilot sites.	A. SMPC is organized in three months after problems are recognized and it is discussed whether activities in certain sites are cancelled or not. If possible, alternative sites are selected in order to achieve planned outputs.
	Visiting state capital by Japanese experts becomes impossible due to the deterioration of security in the state capital. It becomes impossible for Japanese experts to directly provide guidance and training to implementing organizations.	A. Plan is developed based on the assumption that Japanese experts do not go to the State capital since the beginning. B. A field office is placed in the state capital and full-time staff is appointed for activity management. In addition, the capacity of the full-time staff is strengthened in order to substitute the role of Japanese experts.
	Visiting state capital by Japanese experts is limited due to the social dislocations after the presidential election in 2015 such as demonstration, etc.	A. If activities are delayed, plan of operation is amended as soon as possible and is shared with STC, SPMC, etc. B. Management skills and knowledge of local staff are trained so that they can manage activities in State
Occurrence of natural disaster such as draught, flood, etc.	Activities are cancelled or delayed due to the limited access to pilot sites or due to the change in the prioritization on the emergency relief beyond project activities.	A. SMPC is organized in three months if problems are identified, and it is discussed whether activities in certain sites should be cancelled or not. If possible, alternative sites are selected in order to achieve planned outputs.
	Activities are influenced by irregular rainy seasons. (Access to some pilot sites may be impossible in rainy season.)	A. The influence of rainy season on the activity is taken into consideration at the planning stage. (However, as for accessible pilot sites, plan includes activities that will be implemented during rainy seasons.(water and environmental sanitation sector)) B. The beginning and ending of rainy season are grasped and plan of operation is amended promptly, if necessary.
Theft of vehicle and equipment	Activities are stopped because of the theft of equipment and vehicles necessary for the activities.	

Communication	The lack of timely reporting and underreporting from implementing agencies to SMAP-2 project office due to the remote communication results in worsening the identified problem or delaying further in the project activity.	A. Developing monthly reports is ensured. The format of monthly reports is designed to be simple enough to easily fill out with essential information.
	Remote communication limits opportunities/ frequency of contact among States, and between implementing organizations and SMAP-2 project office. As a result, understandings and consensus on the project scope can be diversified or fragmented, and then, a part of project activities can be delayed.	A. Project scope is confirmed repeatedly in SMPC and JCC. B. Project plan, rules, and other document related to the project scope are documented and shared among implementing agencies.
	Communication between SMAP-2 project office and state implementing organization becomes excessively dependent on management staffs/ executive staff. As a result, the information is not flowed to the practical members. It makes the activities delayed and/or ineffective.	A. The periodical meeting in state implementing organization is conducted thoroughly. In each state capital, SMAP-2 field coordinator is allocated to support the implementation of periodical meeting.
	Activities are delayed because of the gap between project activities and federal government policy in terms of implementation methods and contents.	A. Participation of Federal organizations in quarterly SPMC is ensured. Or, during the period of SPMC, the opportunity of the consultation with federal organizations is provided in order to secure the information sharing
Organizational structure	Activities are stopped or delayed due to the administrative reform, organizational change, personnel transfer of implementing organizations, etc.	A. Information about organizational change and personnel transfer is collected through monthly report for early detection. In a case that the transfer of a core member of activities occurs, the orientation for a new comer is provided by SMAP-2 project office as soon as possible.
	Activities are delayed because of lack of coordination among relevant organizations (e.g. Waiting for approval, etc.) In particular, it might take more time for coordination in IDP camps.	A. Activities are adjusted based on the discussion not only with implementing agencies concerned, but also with different discussion channels such as SPMC, etc.
	In a case that implementation of a part of pilot project activities is outsourced to UN agencies, NGO, etc., activities or its effects are delayed or reduced due to the insufficient performance of outsourced organization.	A. The problem is solved at the early stage through the discussion between SMAP-2 project office and the outsourced organization B. Plan of operation is amended if delayed.
Procurement of local contractor	The activities are delayed and its effects are reduced because of the shortage of skilled local contractors. (e.g. Construction of boreholes)	A. The inspection on procured equipment is conducted every year. In addition, training on procurement is provided in order to prevent problems.

Maintenance of procured equipment	The activities are stopped or delayed because the repair of equipment and procurement of spare parts are not practiced timely with appropriate costs (e.g. the camera/ transceiver for borehole, etc.).	A. Equipment that can be locally maintained is selected. B. SMAP-2 supports the repair.
	Implementing organizations are not capable of fully utilizing procured equipment due to the lack of sufficient skills.	A. At the time of delivery, the training on the equipment use and maintenance is provided.
	The non-use of equipment lowers the effect because unnecessary equipment, or equipment with different specification, or damaged equipment due to the inappropriate inspection is procured.	A. Equipment that can be locally maintained is selected. B. SMAP-2 supports the repair.
Financial issues	Activities are delayed due to the delay in disbursing the budget.	A. The State Ministries of Finance are consulted for the early projection of disbursement timing.. B. SMAP-2 project office lends the expenses temporarily.
	Activities are delayed and/or incomplete due to the shortage of budget of implementing organizations. (Facility or equipment)	A. The amount shared by implementing organizations is decided first, considering such possibility that the State Ministries of Finance cannot prepare a certain amount of local expenses all at once.
	Effects of training and efficiency of activities are reduced by low motivation of staff of implementing organizations that is induced by the delay of salary payment or the stop of salary increase.	A. Change of operation plan

8. EQUIPMENT

(1) Basic Concept for Procurement of Equipment

For the equipment planning of the project, it is necessary to consider that the maintenance system of the implementing agency is insufficient, staff's technical level is limited, the power failure and suspension of the water supply happen frequently, and even more, consumables and spare parts supply is not easy in the target regions. Because of the above mentioned reasons, equipment selection for the project will be made based on the following basic concept.

- To limit basic equipment for the pilot project execution and related training.
- To consider the current stock of existing equipment procured during the phase 1 and actual operation & maintenance condition to avoid overlapping with the equipment granted during the phase 1.
- To select basic equipment with simple specifications that does not need advanced technology and high knowledge for usage.
- To consider possibility of provision of consumables and spare parts, and equipment repair domestically with reasonable price and procedure. Equipment shall be procured through local agencies in Khartoum in consideration of after-sales service.
- Equipment specification shall be decided considering severe natural environment (high temperature, dryness, dust storm, etc.) and also electric power & water supply condition of the Darfur region.

(2) Contents

Equipment procured by SMAP-2 is mainly targeting for the execution of the pilot project, and component 2 (water and environmental sanitation) takes large portion of the equipment cost. In addition, necessary equipment for training, and office equipment for implementing organizations (for information management and report preparation) as well as for the project office of SMAP-2 will be included.

A. Component 1: Health

a) Equipment Necessary for the Pilot Project

No equipment is necessary in particular for the community mobilization and supportive supervision which mainly include training of SMoH staff and health promotion activities for community people. It is necessary to improve the health facility in the community in order to improve the health services through these training opportunities. While the current state of Family Health Unit/Family Health Centers in the community is not sufficiently equipped depending on the availability of assistance from NGOs and others, SMAP-2 will procure the essential equipment in these facilities. Those to be procured such as the delivery table, different types of scale, stethoscope, and sphygmomanometer will be selected based on the equipment list prepared by FMoH while the equipment that requires electricity will be excluded. Since not all the facilities located in the target communities require the equipment, the quantity is calculated by assuming that one third of the target facilities need the procurement (15 sets for three states).

b) Equipment for Staff Training

The practical training of community health personnel and the in-service training of VMWs are conducted in the midwifery school in each state. Although the midwifery school received some equipment in the phase 1, additional equipment will be procured to supplement the damaged model and insufficient equipment.

c) Equipment for Operation and Management

It is considered that SMOH is sufficiently equipped with office equipment for the management of VMW information and the report writing. Therefore, no additional equipment is purchased for the office.

Table 3-14: List of Equipment for Component 1

No	Name	Quantity			
		North Darfur	West Darfur	South Darfur	Total
Midwifery school					
1	Stainless bowl	20	24	20	64
2	Thermometer	20	24	20	64
3	Fetalscope	20	24	20	64
4	Trousers for weight scale	10	12	10	32
5	Sphygmomanometer	10	12	10	32
6	Stethoscope (single)	10	12	10	32
7	Tape measure	10	12	10	32
8	Delivery Table	1	1	1	3
9	Midwifery practice model		1	1	2
10	Maternity model (child)		1	1	2
11	Puerperal uterine model		1	1	2
12	Pregnant Scale	5	6	5	16
13	Baby Scale	5	6	5	16
14	Working Table	5	6	5	16
15	Chair	20	24	20	64
16	Cabinet with key	2	2	2	6
VME In-service training					
1	Starter Kit (VMW)	60	60	60	180
Family Health Unit					
1	Thermometer	5	5	5	15
2	Fetalscope	5	5	5	15
3	Sphygmomanometer	5	5	5	15
4	Stethoscope (single)	5	5	5	15
5	Tape measure	5	5	5	15
6	Delivery Table	5	5	5	15
7	Pregnant Scale	5	5	5	15
8	Baby Scale	5	5	5	15

B. Component 2: Water and Environmental Sanitation

a) Equipment Necessary for the Pilot Project

[Equipment for Baseline Survey]

Equipment will be utilized for baseline survey to be carried out for the existing water supply facilities, including water yards. Equipment contents are GPS for checking localization of existing facilities, water level indicator for data observation of well water level on a regular basis, water meter for the measurement of water consumption for tolling in each water yard, and digital camera for recording. Installation of water meter is for the water yard that recovery of pumping amount has been demonstrated in the phase 1 (42 places in 3 states total), and for the selected sites as pilot project candidates for SMAP-2 (each state 20×3 states = 60 places). Installation quantity becomes 102 in total. The other equipment will be procured 3 units for 3 teams to each state.

[Equipment for Rehabilitation of Water Yard]

Well rehabilitation work is executed for existing water yard, to withdraw riser pipes and submersible pump, make well development by air-lift method utilizing high-pressure compressor, check casing & screen condition in borehole by borehole camera, and execute necessary repair and replacement of degraded equipment and materials. In SMAP-2, submersible pumps, generators, control panels and riser pipes will be procured for replacement. Regarding the consumables procured in the phase 1, it is to be procured by SWC basically if the number is insufficient. However, in consideration of safety of the work, only the required quantity of shackles and slings which is used for lifting heavy goods with a crane will be procured.

[Equipment for Water Pipe Extension Work]

As for the equipment of construction supervision, auto level and transit (theodolite) will be procured one for each state. These are used by SWC staff to verify the position and height of facilities and structures during the construction supervision of the pilot project. Water leak detector for locating water leakage of pipeline buried in the ground as pipe network management equipment, and electric cutting machine, disc grinder, diesel power welder and gas welding set as on-site repair equipment will be procured one for each state.

[Equipment for Staff Training]

In SMAP-2, various training relating to water supply planning and maintenance of water supply facilities and equipment for SWC state office staff and locality staff of each state will be executed. The training contents include baseline survey, equipment control, reporting, sanitation management, water fee collection, geophysical exploration, pipe network management, etc. For the training, it is possible to use the existing equipment or the new one to be procured by the project. On the other hand, computers that are used for training of data management, report preparation, etc. are not enough. Additional purchase of desktop computers is required. Regarding the quantity, it is assumed that the training will be held with the participation of one staff from each locality (10 places or so in each state), thus 10 units for each state will be procured.

[Equipment for Operation and Management]

Laptop computer will be used by pilot project team members (10 ~ 15 people) organized by the local water supply bureau staff of SWC for data arrangement, report preparation etc., to be procured 5 units for each state.

Table 3-15: List of Equipment for Component 2

No.	Equipment Name	Quantity			
		ND	WD	SD	Total
Equipment for Staff Training					
1	Desktop Computer	10	10	10	30
2	Laptop Computer	5	5	5	15
3	UPS	7	7	7	21
4	Stabilizer	5	5	5	15
5	Photocopy Machine Color	1	1	1	3
6	Projector	1	1	1	3
7	Microphone & Speaker	1	1	1	3
Equipment for Baseline Survey					
8	GPS	3	3	3	9
9	Water Level Indicator	3	3	3	9
10	Water meter	34	33	35	102
11	Digital Camera	3	3	3	9
Equipment for Rehabilitation of Water Yard					
12-1	Submersible Pump	8	8	8	24
12-2	Control Panel	8	8	8	24
12-3	Riser Pipe 2" 3m	240	128	320	688
12-4	Diesel Generator	8	8	8	24
13-1	Nylon Sling 1m (4t)	4	4	4	12
13-2	Nylon Sling 2m (4t)	4	4	4	12
13-3	Nylon Sling 5m (3t)	4	4	4	12
13-4	Shackle (20mm)	10	10	10	30
13-5	Shackle (8mm)	10	10	10	30
Equipment for Construction Supervision & Maintenance					
14	Auto level	1	1	1	3
15	Transit (Theodolite)	1	1	1	3
16	Water Leak Detector	1	1	1	3
17	Electric Cutting Machine	1	1	1	3
18	Electric Disc Grinder	1	1	1	3
19	Diesel Power Welder	1	1	1	3
20	Gas Welding Tool Set	1	1	1	3

C. Component 3: Employment and Skills Development

a) Equipment Necessary for the Pilot Project

[Industrial Technical Secondary School]

Although the phase 1 provided equipment to the ISS in three Darfur capital cities, most of them were machines such as lathe and still lacks tool kits. Trainees' stand-by time is very long because of shortage of machine, for example 1-2 welding machine per ISS. Lack of proper working table makes trainees to work on the floor or inappropriate desks. Efficiency is low as a result. SMAP-2 short vocational training will be provided in the area of auto mechanics, welding and electricity as in the phase 1, and each course will take 20 trainees. To enable all the trainees to master these tools, tool box should be allocated one for one trainee. Machine that are used by a group, such as welding machine, should be installed to enable five groups to work at once, and one group should be 4 persons. Start-up kits will be provided to the trainees at the end of the training, because it was suggested to be useful for both employment and self-employment. Considering the fact that the phase 1 kit contained some tools that trainees did not know how to use, SMAP-2 tool box is simplified to basic tools.

[Microenterprises Union/Master Trainer]

Basic hand tools in a tool box will be purchased for apprentice training used by the master craftsmen and skills workers. Target business area will be related to the sections of ISS in each state. Tool box is as same as for ISS. It will be provided to microenterprises, who will participate in the pilot apprentice training. 30 companies in four years in each state, total 90 is estimated.

[Women's Union]

Women's training aims income generation; therefore the skills that requires little initial capital is selected to facilitate self-employment. Currently suggested skills are leather crafts, food business, beauty (such as henna tattoo and hair dressing), embroidery, handicrafts, which are learnable with simple hand tools. Some of the hand tools may be given or sold to the participants as start-up kit at the end of training.

b) Equipment for Staff Training

No additional equipment is required for training of staff of SMoF-DOL, SMoE, and training institutions.

c) Equipment for Operation and Management

Office appliances such as computer, printer, and photocopy machines are procured for SMoF-DOL, ISS and Women's Union to be used for training information management and report preparation. Nine sets in total for three states and three institutions

Table 3-16: List of Equipment for Component 3

NO.	Equipment Name	Equipment Plan			Existing Equipment by phase 1			Planned Q'ty			
		ND	WD	SD	ND	WD	SD	ND	WD	SD	Total
Automobile											
1	Spanner set	20	20	20				20	20	20	60
2	Ratchet set	20	20	20				20	20	20	60
3	Screw Driver set	20	20	20				20	20	20	60
4	Hammer	20	20	20				20	20	20	60
5	Vernier calliper	20	20	20				20	20	20	60
6	Measuring tape (convex)	20	20	20				20	20	20	60
7	Tool box (Automobile)	20	20	20				20	20	20	60
8	Potable electric drill	10	10	10				10	10	10	30
9	Portable disc grinder	10	10	10				10	10	10	30
10	Surface plate	5	5	5				5	5	5	15
11	Height gauge	5	5	5				5	5	5	15
12	On-Board Diagnostics	2	2	2				2	2	2	6
13	Working table	5	5	5				5	5	5	15
14	Cabinet with key	3	3	3				3	3	3	9
15	Startup Kit (Automobile)	40	40	40				40	40	40	120
Welding											
1	Safety device	20	20	20				20	20	20	60
2	Tool box (Welding)	20	20	20				20	20	20	60
3	Electric welding machine	5	5	5	1	1	1	4	4	4	12
4	Gas welding set	5	5	5	1	1	1	4	4	4	12
5	Portable disc grinder	5	5	5	1	1	1	4	4	4	12
6	Working table	5	5	5				5	5	5	15
7	Cabinet with key	2	2	2				2	2	2	6
8	Start-up Kit (Welding)	40	40	40				40	40	40	120
Electricity											
1	Long-nose pliers	20	20	20				20	20	20	60
2	Screwdriver set	20	20	20				20	20	20	60
3	Insulated combination pliers	20	20	20				20	20	20	60
4	Wire crimping and stripping pliers	20	20	20				20	20	20	60
5	Soldering iron	20	20	20				20	20	20	60
6	Multimeter	20	20	20				20	20	20	60
7	Hammer	20	20	20				20	20	20	60
8	Adjustable wrench	20	20	20				20	20	20	60
9	Measuring tape	20	20	20				20	20	20	60
10	Diagonal pliers	20	20	20				20	20	20	60
11	Tool box (Electricity)	20	20	20				20	20	20	60
12	Cabinet with key	2	2	2				2	2	2	6
13	Start-up Kit (Electricity)	40	40	40				40	40	40	120
Micro enterprise apprentice training											
1	Start-up Kit (Automobile)	10	10	10				10	10	10	30
2	Start-up Kit (Welding)	10	10	10				10	10	10	30
3	Start-up Kit (Electricity)	10	10	10				10	10	10	30
Woman's Business											
1	Leather Craft	20	20	20				20	20	20	60
2	Food Business	20	20	20				20	20	20	60
3	Knitting	20	20	20				20	20	20	60
4	Cosmetic	20	20	20				20	20	20	60
5	Hair Dressing	20	20	20				20	20	20	60
6	Container Making	20	20	20				20	20	20	60
7	Cabinet with key	4	4	4				4	4	4	12

D. Component 4: Project Management

No pilot projects are planned in Component 4. The main activity in this component is providing training to enhance project management capacity, including financial management area, targeting executive class of implementation agencies, which does not require any equipment. In order to conduct administration work for implementing pilot projects, SMoF would need a computer, printer and copy machine (one set for each state). Since these have been already procured in phase 1, it is necessary to confirm the status of the equipment to see if they are still functioning properly.

E. SMAP-2 Project Office

SMAP-2 Khartoum office has been located in the building of HCDG since the phase 1. It was already decided that HCDG would move their office, but the place and timing they would move have not been announced. In this circumstance, it is likely that SMAP-2 Khartoum office would take the same office space with the phase 1. However, all of the furniture procured in the phase 1 had been handed over to HCDG, so that it is necessary to newly furnish SMAP-2 Khartoum office, including 17 sets of desks and chairs for staff, cabinets, and so on. In addition, copy machines and printers should be replaced as they often have troubles. Regarding computers for seven Sudanese staff, JICA Sudan Office maintains the computers they could use, so that they are not included in the cost estimation, although they might be needed to be replaced during the project period. For SMAP-2 field office which will be established in each SMoF in three Darfur states, a computer, copy machine and printer are planned to be purchased.

(3) Procurement

A. Procurement Method

JICA project team basically procures the equipment in accordance with the procurement guideline of JICA.

Many kinds of equipment will be procured in SMAP-2, and the supplier shall differ depending on equipment classifications, so that it is necessary to procure equipment divided in several tender lots. Moreover, there is a possibility that the content of the pilot project changes because of the ongoing conflict in the Darfur region. Therefore, it becomes a high risk to procure all the equipment in a single fiscal year. In the pilot project, the evaluation and review of activity plan and budget request for the next fiscal year of the state government will be made in August-September every year. Therefore, it is assumed that the procurement of equipment is executed separately by every fiscal year according to the annual plan. As for the outline, the content of the table below is considered though supplier's selection method will differ depending on the expected amount of each lot.

Table 3-17: Classification of equipment procurement and supplier's selection methods

fiscal year	Procurement lot	Contents	supplier's selection methods
1 st year	Office equipment	Computer and office furniture, etc. being used during project period.	<u>Designated estimate competition.</u> Estimated amount is less than 10 million yen.
	Water supply project equipment (Water supply)	Equipment used in the pilot project on fiscal year 2015 & 2016. Equipment for baseline survey & well rehabilitation.	<u>Designated or general competitive tender.</u> Estimated amount is more than 10 million yen.
	Water supply project equipment (construction / maintenance)	Surveying equipment etc., used through the project period, therefore will be procured at 1 st year	<u>Designated estimate competition.</u> Estimated amount is less than 10 million yen.
	Health project equipment	Equipment used in VMW school & some of the health unit/center (for target facilities on 2015 & 2016)	<u>Designated estimate competition.</u> Estimated amount is less than 10 million yen.
	Vocational training project equipment	Equipment for ISS, start-up kit of 2015 & 2016 training course, tool box for small businesses, 2015 & 2016 women's training equipment	<u>Designated estimate competition.</u> Estimated amount is less than 10 million yen.
2 nd year	Water supply project equipment (Water supply)	Equipment used in the pilot project on fiscal year 2017. (for well rehabilitation)	<u>Designated or general competitive tender.</u> Estimated amount is more than 10 million yen.
	Health project equipment	Equipment for some of the health unit/center (for target facilities on 2017)	<u>Designated estimate competition.</u> Estimated amount is less than 10 million yen.
	Vocational training project equipment	Women's training equipment & start-up kit for ISS on 2017.	<u>Designated estimate competition.</u> Estimated amount is less than 10 million yen.
3 rd year	Health project equipment	Equipment for some of the health unit/center (for target facilities on 2018)	<u>Designated estimate competition.</u> Estimated amount is less than 10 million yen.
	Vocational training project equipment	Women's training equipment & start-up kit for ISS on 2018.	<u>Designated estimate competition.</u> Estimated amount is less than 10 million yen.

B. Procedures

The implementation procedure of procurement of equipment for the project is as shown in the table below.

Table 3-18: Implementation procedure of Procurement of Equipment

Procedure	Contents
① Pre-estimates collection	Collect pre-quotation of costs for equipment purchases, transportation & insurance for the tender (Project implementation). 2 weeks are expected.
② Project cost estimation by lot)	Estimate project cost (procurement cost of equipment) by lot. 1 week is expected.
③ Decision of tender method	Depending on project cost by each lot, tender method (Designated estimate competition, designated or general competitive tender) is decided. If it is needed early procurement for baseline survey equipment, to make it another lot shall be considered.
④ Tender document preparation	Prepare tender documents, technical specifications & contract document etc. conforming to the tender method. 2 weeks are expected.
⑤ Acquisition of tax exemption document	Tax exemption document will be obtained through JICA Sudan office. It takes 1 week to obtain the document usually, but sometimes needs 2 weeks or 1 month so that attention is required. Validity period of the document is only 1 month, therefore reapplication will be needed in case of the expiration.
⑥ Tender announcement	Tender announcement for each lot will be made. In case of designated estimate competition, the period from the announcement to tender is possible only 3 days in the shortest. However, about two weeks are required in the case that requires to compare and to confirm the specifications as there are two or more reference brands and a lot of questions are forecasted. In case of tender, usually 1 month is needed.
⑦ Tender	Tender will be executed for each lot. After tenders, the tender evaluation is promptly done. Attendance for the tender is requested to JICA Sudan office if necessary.
⑧ Contract (Equipment order)	After reporting of the tender evaluation result to JICA Sudan office, the procurement contract is promptly concluded.
⑨ Manufacturing & procurement	After the procurement contract, a necessary period of manufacturing & procurement for lot 2 well rehabilitation equipment (submersible pump, generator, etc.) is expected about 2-3 months. In case of other equipment, it will be less than 1 month. When equipment is delivered in Khartoum, a delivery inspection including the trial run is executed if necessary.
⑩ Transportation	After delivery of equipment to the DWSU workshop warehouse by the supplier, the equipment is transported to the SWC warehouse in three target states by the transporter. Transportation will be made by air considering security condition. Transportation period is expected about 1 week.
⑪ Acceptance inspection & handing over	After equipment arrives at the SWC warehouse in each state, acceptance inspection is promptly executed by the person in charge of SWC for the condition and quantity. The acceptance inspection is done according to the inspection manual and checklist. When there is a problem in the equipment condition and quantity, correspondence by insurance is requested to the transporter.

● Health and Vocational Training Equipment

Implementation schedule of the procurement of the project is considered that after the contract between suppliers in Sudan, to make equipment order, manufacturing, collection, transportation, delivery to each site and hand over. Necessary period for the procurement after the contract will be considered about 2 months, transportation 0.3 month, delivery and handover 0.2 month and 2.5 month in total. (See the Table 3-19 of procurement schedule)

Table 3-19: Procurement Schedule (Health and Vocational Training Equipment)

Item	Month	1	2	3	4	5
① Pre-estimates collection		█				
② Project cost estimation (by lot)		█				
③ Decision of tender method		▽				
④ Tender document preparation		█				
⑤ Acquisition of tax exemption document		█	█			
⑥ Tender announcement		▽				
⑦ Tender				▽		
⑧ Contract (Equipment order)				▽		
⑨ Manufacturing & procurement				█	█	█
⑩ Transportation						█
⑪ Acceptance inspection & handing over						█

● Water Supply Equipment

Implementation schedule of the procurement of the project is as follows. Following schedule is assumed the case of carrying out the tender of lot 2, the period from the tender announcement to tender is 1 month, 2.5 months required for equipment production and procurement, and total period will be 5 months. In case of lot 1 and 3, both period for tender preparation and equipment manufacturing and procurement will be reduced, so that it is considered that the procurement in 3 months or less will be possible in total.

Table 3-20: Procurement Schedule (Water Supply Equipment)

Item	Month	1	2	3	4	5
① Pre-estimates collection		█				
② Project cost estimation (by lot)		█				
③ Decision of tender method		▽				
④ Tender document preparation		█				
⑤ Acquisition of tax exemption document		█	█			
⑥ Tender announcement		▽				
⑦ Tender				▽		
⑧ Contract (Equipment order)				▽		
⑨ Manufacturing & procurement				█	█	█
⑩ Transportation						█
⑪ Acceptance inspection & handing over						█

Note: The above is the case of the competitive tender. In the case of estimates competition, tender preparation period is 1-2 weeks, and manufacturing & procurement period will be reduced to about 1 month.

9. FACILITIES

(1) Contents

In component 2 of SMAP-2, construction of new water yards and pipeline extensions will be executed by designated contractors.

Table 3-21: Contents of water supply facilities construction

Construction item	Quantity	Execution method
1. Water yard construction	1 site in each state, 3 sites in total	Execute contracting with local water supply facilities constructors
2. Pipeline extension	4km x 2 sites = 8km in each state, 24km in total	Execute contracting with local water supply facilities constructors

A. Construction of Water Yard

Water yard construction work is executed at one site in each state. As for the target sites, the selection is done by preliminary survey. The construction work includes well drilling site selection by two dimension groundwater exploration, well construction including borehole drilling, installation of submersible pump and power-supply facility, construction of elevated water tank, distribution pipelines and public faucets. The construction procedure and contents of water yard construction work are as follows.

Table 3-22: construction procedure of water yard construction work

Construction item	construction procedure and contents
1. Site selection	Decide well drilling point by execution of two dimension groundwater exploration utilizing resistivity survey equipment.
2. Transportation & preparation work	Transport necessary personal, equipment & materials to the site. Level and prepare the construction site.
3. Well drilling	Borehole drilling up to the planning depth by drilling rig. Drilling diameter: 10 ^{5/8} inch, planning depth: WD50m, ND180m, SD250m. After drilling up to the planning depth, electrical logging will be made for grasping aquifer.
4. Casing installation/ well finishing	Install casing & screen pipes in borehole. After casing installation, gravel is filled up to fixed depth. The upper part of gravel filling will be water sealed by sand, surplus soil & cement for preventing contaminant invasion. After cement curing, well developing will be done.
5. Pumping test	Execute pumping test (Stage, continuous & recovery test) for judging well capacity and proper pumping amount.
6. Water quality test	Collect water samples during pumping test and execute water quality test.
7. Facility construction	Construct Control house for generator & control panel installation and storage of the related equipment & materials. Fence (L=200m, H=2m, post 2m interval with concrete base, galvanized mesh made). Elevated water tank (50m ³ steel-made panel tank, steel frame made H=6m, reinforced concrete base)
8. Power supply system installation	Install power generation system for submersible pump operation. WD: Solar panel installation (including panel frame, base, etc.), ND/SD: install generator in the control house.

9. Submersible pump installation	Install submersible pump, riser pipes, power and sensor cables in the borehole. Install control panel or controller in the control house and connect various cables.
10. In yard pipeline construction	In yard pipeline (GS pipe 3" 30m, laying depth 80cm), water distribution point (concrete base, water meter, valves), 1 public faucet installation.
11. Distribution pipeline construction	Pipeline construction (HDPE 2" 400m, laying depth 80cm), 2 public faucets installation (for drinking & livestock).
12. Facility maintenance training	Execute facility maintenance training for local stakeholders.

Note: Expected well depth of 3 target states are WD 50m, ND 180m and SD 250m. Solar system will be adapted to the West Darfur that well depth is shallow.

B. Water Pipeline Extension

Water pipeline extension work will be executed at 2 sites in each state. (Each site pipeline extension 4km, public faucet 5 places, total for each state: pipeline extension 8km, public faucet 10 places). Target sites will be selected by preliminary survey. The selection of public faucet location and pipeline extension route are set by SWC and stakeholder of the target site. Pipeline construction work is to excavate pipeline route by small size backhoe and lay HDPE 2" pipes. The buried depth will be secured at least 80cm. Each public faucet is installed 4 taps on the concrete base.

(2) Work Procedures

The implementation procedure of water facility construction works (water yard construction and pipeline extension) is as shown in the table below

Table 3-23: Implementation procedure of Water Supply Facility Construction Works

Procedure	Contents
1. Pre-estimates collection	Collect pre-quotation of costs for water facility constructions for the tender (project implementation). 2 weeks are expected.
2. Project cost estimation	Estimate project cost (water facility construction cost). 1 week is expected.
3. Decision of tender method	Based on the preliminary survey, both water yard construction cost and pipeline extension cost in each state are expected to be 10 million yen or more, so that the tender method will be selected from designated or general competitive tender. It is considered reasonable to divide lot by state in each work, to three lots of water yard construction, and three lots of water pipe extension work.
4. Tender document preparation	Prepare tender documents, technical specifications & contract document etc. conforming to the tender method. 2 weeks are expected.
5. Acquisition of tax exemption document	Tax exemption document will be obtained through JICA Sudan office. It takes 1 week to obtain the document usually, but sometimes needs 2 weeks or 1 month so that attention is required.
6. Tender announcement	Tender announcement for each lot will be made. In case of tender, usually 1 month is needed.
7. Tender	Tender will be executed for each lot. After tenders, the tender evaluation is promptly done. Attendance for the tender is requested to JICA Sudan office if

	necessary.
8. Contract	After reporting of the tender evaluation result to JICA Sudan office, the construction contract is promptly concluded.
9. Construction work	After the contract, required period for construction work is expected to be 3.5 months for water yard construction and 2.5 months in water pipeline extension work including transport of equipment and materials.
10. Final inspection / reporting	After completion of construction works, to execute the final inspection of water supply facilities by the SWC personnel at contractor witness. After completion of construction work of each lot, SWC will prepare a final completion report.

Construction work schedule of water supply facilities in this project is as follows. Following implementation schedule is assumed the water yard construction work, the period required from tender announcement to tender is 1 month, for construction work 3.5 months, and the total up to the completion 5.5 months. For pipeline extension works, since the time required for construction work is expected to 2.5 months, and by one month shortened, it is assumed to be 4.5 months for the total work of implementation.

Table 3-24: Schedule of Water Supply Facility Construction Work

Item	Month	1	2	3	4	5	6
1. Pre-estimates collection		■					
2. Project cost estimation			■				
3. Decision of tender method			▽				
4. Tender document preparation		■					
5. Acquisition of tax exemption document			■				
6. Tender announcement			▽				
7. Tender				▽			
8. Contract				▽			
9. Construction work				■	■	■	■
10. Final inspection / reporting							■

10. WORK PLAN

SMAP-2 will be implemented for four years from January 2015 to December 2018. The project year will be from January 01 to December 31.

A. Preparation Period: Up to January 2015

Both JICA and Sudanese C/Ps (HCDG and representatives of three Darfur state governments) have agreed on the tentative schedule before the commencement of SMAP-2 as shown below (Refer to the Minute of Meetings in Annex 3).

- August 2014: Signing of “Record of Discussions” on SMAP-2
- October 2014: Implementation of socio-economic survey and labor market survey in three Darfur states

- November 2014: C/P training in Japan
- January 2015: Commencement of SMAP-2

Regarding the C/P training in Japan, it may postpone to February or after February 2015, because the trip arrangement may take time in Japan.

B. Project Year 1 (PY-1): January to December 2015

At least first six months will be allocated to prepare for the pilot project. This work includes office setup, recruitment of project staff, initial training of key staff of implementing agencies and procurement of goods for the pilot projects. Then, some of the pilot project will be launched in the latter half of PY-1. Major activities in PY-1 will be;

- To revise the “project plan (this plan)” and prepare the implementation plan for project year 2015
- To set up SMAP-2 project office in HCDG
- To recruit Sudanese staff and provide initial training for them
- To procure equipment and materials for the pilot project 2015 and 2016
- To provide brief courses and seminars for C/Ps on the operation and management of SMAP-2 and peace-promotion
- To establish implementation system and monitoring & evaluation system at each implementing agency through the above initial training
- To hold regular meetings including JCC, SPMC and STC as scheduled
- To conduct baseline survey prior to the pilot projects
- To execute the pilot project and staff training program following implementation plan
- To prepare the implementation plan for 2016 and its budget plan based on the evaluation of activities in 2015.
- To arrange local component for the activities in 2016

C. Project Year 2 (PY-2): January to December 2016

In the PY-2, pilot project is expected to be fully operational in all sectors and at the same time, monitoring and evaluation activities will be carried out at full swing as well. Major activities in PY-2 will be;

- To execute the pilot project following the implementation plan 2016
- To continue regular meetings of the committees (JCC, SPMC and STC)
- To implement staff training according to the progress of pilot projects
- To procure equipment and materials for the pilot project 2017
- To prepare the implementation plan for 2017 and its budget plan based on the evaluation of activities in 2016.
- To arrange local component for the activities in 2017
- To conduct publicity activities including “Darfur Campaign” and SMAP-2 newsletters

D. Project Year 3 (PY-3): January to December 2017

Activities in PY-3 will be basically carried out in the same manner as in PY-2. For a part of the pilot projects, the mid-term evaluation might be conducted by third-parties. The preparation of various types of guideline/manual will be initiated in PY-3. Major activities in PY-3 will be;

- To continue pilot projects following implementation plan 2017. Pilot projects of Component-2 (Water and Environmental Sanitation) and Component-3 (Employment and Skills Development) will be completed by the end of PY-3.
- To conduct mid-term evaluation for the pilot projects and staff training program by third parties
- To continue regular meetings of the committees (JCC, SPMC and STC)
- To implement staff training according to the progress of the pilot projects (contents of training will be shifted to the advanced level)
- To start the preparation of guideline/manual or sector strategies
- To procure equipment and materials for the pilot project 2018
- To prepare the implementation plan for 2018 and its budget plan based on the evaluation of activities in 2017.
- To arrange local component for the activities in 2018
- To continue publicity activities including “2nd Darfur Campaign” and SMAP-2 newsletters

E. Project Year 4 (PY-4): January to December 2018

PY-4 is the last year of SMAP-2. Project activities will be focused on the evaluation and improvement of operation and management system of each implementing agency in service provision including the development of guidelines/manual and strategic plan. In order to secure the sustainability of the activities after SMAP-2, both the state government and JICA will jointly work on the necessary arrangement.

- To continue the pilot projects (only Component-1: Health) following the implementation plan 2018. In other sectors, activities of the pilot projects will be shift to the regular service of each implementing agency that is financed by the state government.
- To continue regular meetings of the committees (JCC, SPMC and STC). In the end of PY-4, a project completion seminar will be held in Khartoum.
- To implement staff training (focusing on the subject of guideline/manual development)
- To evaluate whole SMAP-2 activities including the endline survey of the pilot projects and staff training program
- To complete various types of guideline/manual and strategic plan
- To prepare annual plan 2019 and its budget plan in consideration of sustainability of public services after SMAP-2
- To continue publicity activities including “2nd Darfur Campaign” and SMAP-2 newsletters
- To confirm the completion of SMAP-2 by JCC members

Tentative work schedule is shown in next pages.

Table 3-25: Tentative Work Plan for SMAP-2 (1/2)

Year (Project Year)	2015 (PY-1)												
	Term	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
	Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Sector Technical Committee (4 sectors)			▲			▲			▲			▲	
State Project Management Committee (3 States)			▲			▲			▲			▲	
Joint Coordinating Committee			▲						▲				
Site visit by JICA Project Team			▲			▲			▲			▲	
Preparing monthly report			▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
Preparing quarterly report					▲			▲			▲		
Preparing inception report			▲										
Issues of SMAP newsletters				▲			▲			▲			▲
Darfur Campaign												▲	
Setting SMAP project office at HCDG	■												
Recruitment of Sudanese staff and their training	■	■	■	■	■	■	■	■	■	■	■	■	■
Conducting training courses for implementing agencies			●	-----	-----	-----	-----	-----	-----	-----	-----	-----	→
Procurement of goods				■	■	■	■	■	■	■	■	■	■
Conducting baseline survey					■	■	■	■	■	■	■	■	■
Implementing Pilot project (Health)							●	-----	-----	-----	-----	-----	→
Implementing Pilot project (Water)									●	-----	-----	-----	→
Implementing Pilot project (Employment)									●	-----	-----	-----	→
Annual evaluation (internal survey)								■	■	■	■	■	■
Preparing annual plan and budget plan for 2016									■	■	▲	■	■
Preparing annual report 2015 and budgeting for 2016													■

Year (Project Year)	2016 (PY-2)												
	Term	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
	Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Sector Technical Committee (4 sectors)			▲			▲			▲			▲	
State Project Management Committee (3 States)			▲			▲			▲			▲	
Joint Coordinating Committee			▲						▲				
Site visit by JICA Project Team			▲			▲			▲			▲	
Preparing monthly report			▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
Preparing quarterly report					▲			▲			▲		
Issues of SMAP newsletters				▲			▲			▲			▲
Darfur Campaign												▲	
Conducting training courses for implementing agencies			●	-----	-----	-----	-----	-----	-----	-----	-----	-----	→
Procurement of goods				■	■	■	■	■	■	■	■	■	■
Implementing Pilot project (Health)		●	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	→
Implementing Pilot project (Water)		●	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	→
Implementing Pilot project (Employment)		●	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	→
Annual evaluation (internal survey)								■	■	■	■	■	■
Preparing annual plan and budget plan for 2017									■	■	▲	■	■
Preparing annual report 2015 and budgeting for 2017													■

Table 3-26: Tentative Work Plan for SMAP-2 (2/2)

Year (Project Year)	2017 (PY-3)											
Term	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Sector Technical Committee (4 sectors)		▲			▲			▲			▲	
State Project Management Committee (3 States)		▲			▲			▲			▲	
Joint Coordinating Committee		▲						▲				
Site visit by JICA Project Team		▲			▲			▲			▲	
Preparing monthly report		▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
Preparing quarterly report				▲			▲			▲		
Issues of SMAP newsletters			▲			▲			▲			▲
Darfur Campaign											▲	
Conducting training courses for implementing agencies	●	----->										
Procurement of goods				■								
Implementing Pilot project (Health)	●	—————>										
Implementing Pilot project (Water)	●	—————>				●	—————>					
Implementing Pilot project (Employment)	●	—————>										
Annual evaluation + mid-term evaluation						■						
Preparing annual plan and budget plan for 2018								■		▲		
Preparing annual report 2015 and budgeting for 2018												■

Year (Project Year)	2018 (PY-4)											
Term	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Sector Technical Committee (4 sectors)		▲			▲			▲				
State Project Management Committee (3 States)		▲			▲			▲				
Joint Coordinating Committee		▲						▲			▲	
Project completion seminar											▲	
Site visit by JICA Project Team		▲			▲			▲				
Preparing monthly report		▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
Preparing quarterly report				▲			▲			▲		
Issues of SMAP newsletters			▲			▲			▲			▲
Darfur Campaign											▲	
Conducting training courses for implementing agencies	●	—————>		●	—————>		●	—————>		●	—————>	
Implementing Pilot project (Health)	●	—————>										
Implementing Pilot project (Water)	Pilot project shift to regular services of SWC (JICA provide technical advices only)											
Implementing Pilot project (Employment)	Pilot project shift to regular services of TSS (JICA provide technical advices only)											
Conducting end-line survey				■								
Preparing guidelines/manuals							■					
Preparing annual plan and budget plan for 2019								■		▲		
Preparing project completion report												■

11. PERSONNEL PLAN (JICA PROJECT TEAM)

As shown in the table below, it is recommended that total 13 JICA experts and 10 Sudanese staff be assigned to SMAP-2 as JICA Project Team.

Table 3-27: List of JICA Project Team members (Proposed)

Group	JICA Experts	Sudanese Staff
Administration Group	1) Project Manager/Local Governance 2) Security Management/Public Relations/Project Coordinator 3) Peace Building/Peacebuilding Needs and Impact Assessment (PNA) 4) Procurement/Equipment Management	1) Office Manager 2) Secretary 3) Procurement Officer 4) Field Officer (North Darfur) 5) Field Officer (South Darfur) 6) Field Officer (West Darfur)
Health Group (Component-1)	5) Health/Project Management 6) Community Mobilization/Health Education Materials Development 7) MCH/Rural Health System	7) Project Officer (Health)
Water & Sanitation Group (Component-2)	8) Water Supply Facility/Pilot Project Monitoring 1 9) Data management/Pilot Project Monitoring 2 10) Geophysical Exploration/Supervision	8) Project Officer (Water & Sanitation)
Employment Group (Component-3)	11) Employment & Skills Development/Project Management 12) Training Program/curriculum Development	9) Project Officer (Employment & Skills Development)
Project Management Group (Component-4)	13) Monitoring and Evaluation 14) Public Finance Management	10) Project Officer (Project Management)

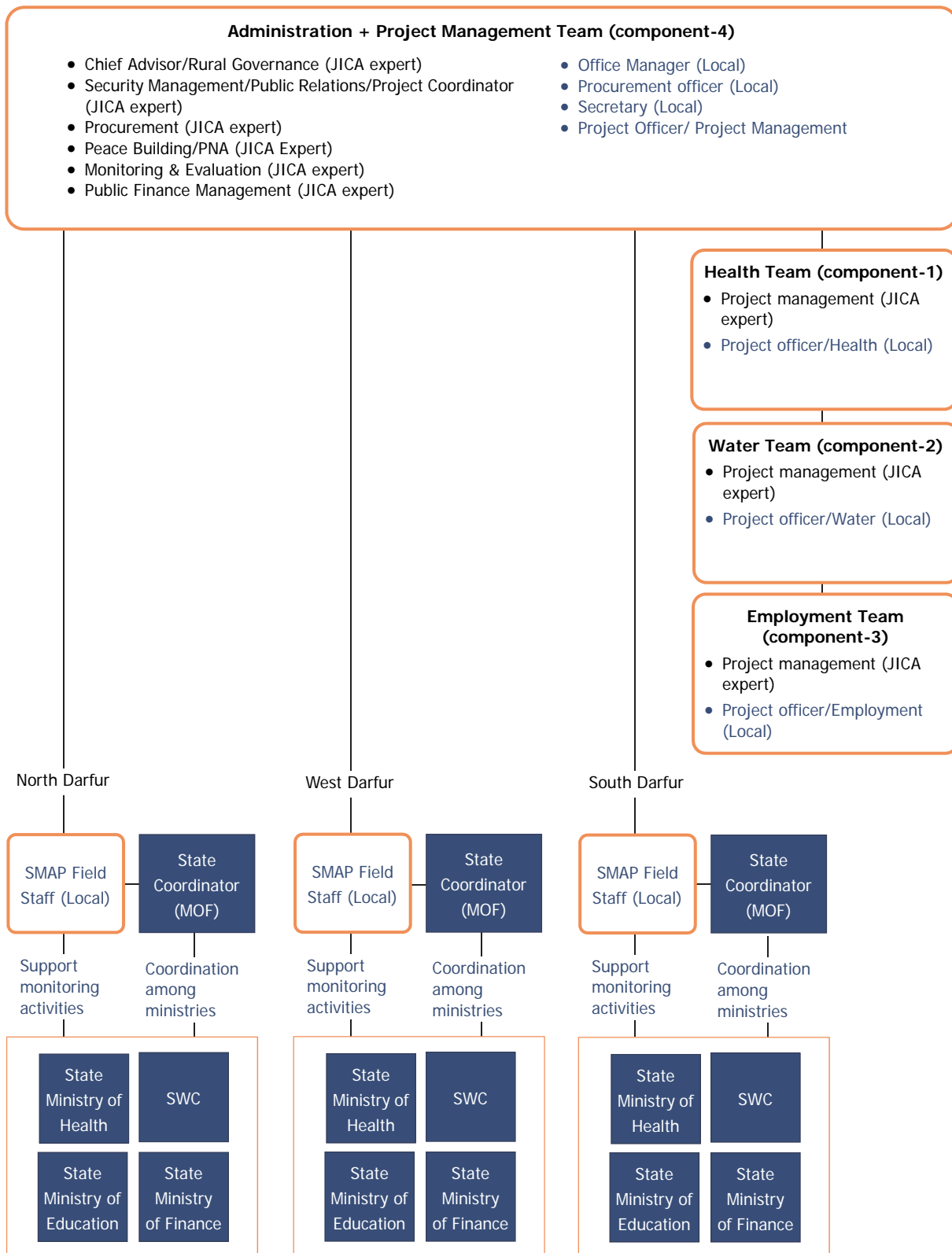


Figure 3-11: Staff allocation of JICA Project Team

12. COST ESTIMATION

(1) Total Cost

Note: The following cost estimation is tentatively proposed by consultants based on the discussion made during the planning workshop, and not officially approved by JICA.

The total cost of local activity is estimated as 6,058,832 USD. In the estimation, Component 2 (Water and environmental sanitation sector) accounts for the largest portion, 52%, which is followed by Component 3 (Employment and skills development sector) with 26%.

Table 3-28 : Breakdown by Component

Unit : USD

Item	PY-1	PY-2	PY-3	PY-4	Total
Administration Cost	389,398	379,898	379,898	371,725	1,520,919
Health	214,320	208,513	239,092	181,500	843,425
Water & environmental sanitation	640,053	1,056,142	585,236	79,774	2,361,205
Employment/skills development	532,030	429,201	220,243	900	1,182,373
Project management	54,617	52,642	42,761	890	150,909
Total	1,830,418	2,126,395	1,467,230	634,789	6,058,832

(2) Cost by Activity

Local activity cost shall be divided into 4 categories, 1) Administration, 2) Pilot Project 3) Training for Implementation Agencies, 4) Development of Guidelines etc. Among these categories, “2) Pilot Project” makes up the largest proportion (59%).

Table 3-29 : Breakdown by Activity

Unit : USD

Item	PY-1	PY-2	PY-3	PY-4	Total
Administration Cost	389,398	379,898	379,898	371,725	1,520,919
Pilot Project	1,073,379	1,423,871	891,214	181,737	3,570,201
Health	107,240	113,811	138,030	122,543	481,624
Water& environmental sanitation	571,974	1,032,803	551,597	59,044	2,215,418
Employment/skills development	394,165	277,257	201,587	150	873,159
Training	365,590	288,996	193,466	74,254	922,306
Health	106,930	94,352	100,512	57,957	359,751
Water& environmental sanitation	68,079	23,339	33,639	16,147	141,204
Employment/skills development	137,865	115,160	18,156	150	271,331
Project Management	54,617	52,642	42,761	0	150,019
Development of Guidelines etc.	150	37,134	1,050	7,073	45,406
Total	1,830,418	2,126,395	1,467,230	634,789	6,058,832

(3) Local Component

The total cost of local component shall be 544,596 USD (Approximately 55,374,000 yen) for four years. Looking by project year, it will keep significant level from the 1st year to the 3rd year, whereas the cost will reach its peak with 213,581 USD in the 2nd year when some large-scaled procurement of equipment and construction works are planned in Component 2. However, it will be decreased in the 4th year since the pilot projects in the last year are planned to be scaled down. The pilot projects of SMAP-2 cover the area of public service. Therefore, SMAP-2 expects the State Governments to continue the pilot project activities as their public services after the completion of SMAP-2. In order to confirm continuity and sustainability of the pilot projects activities after SMAP-2, it is a possible option to negotiate with the implementation agencies to increase their share of local component up to more than 25 % in the 4th year, with the consideration of budgetary situation in the each state.

Table 3-30 : Local Component shared by State Government by Project Year

Unit : USD

Item	PY-1	PY-2	PY-3	PY-4	Total
Pilot Project	1,073,379	1,423,871	891,214	181,737	3,570,201
Ratio of Local Component shared by State Government	10%	15%	20%	25%	
Amount of Local Component shared by State Government	107,338	213,581	178,243	45,434	544,596
North Darfur State	35,779	71,194	59,414	15,145	181,532
South Darfur State	35,779	71,194	59,414	15,145	181,532
West Darfur State	35,779	71,194	59,414	15,145	181,532

* This is calculated as each state bears the same portion of Local component, although pilot project cost shall be differed by states.

The local component cost will be requested as “Development Budget” in the state budget, then each SMOF will distribute it to respective implementation agencies. The allocation will be determined based on the cost of pilot projects conducted in each sector, as the table below.

Table 3-31 : Local Component by Implementation Agency

Unit : USD

Item	PY-1	PY-2	PY-3	PY-4	Total
Local Component shared by a state	35,779	71,194	59,414	15,145	181,532
State Ministry of Health (Component 1)	3,578	5,696	8,912	10,147	28,333
State Water Corporation (Component 2)	18,963	51,972	36,837	4,846	112,618
State Ministry of Finance (Component 3)	13,238	13,527	13,665	15	40,445

* This is calculated as each state shares the same portion of Local component, although pilot project cost shall be differed by states.

13. PROJECT EVALUATION (EX-ANTE EVALUATION)

(1) Relevance

1) Relevance to the development needs of Sudan

Darfur region is located at western area of Sudan with 493,000 km² where about 8.5 million people, about 20% of total population of Sudan, including 2 million nomads live. Poverty rate is 62% in Darfur, which is far behind the national average of 47%. According to UNOCHA (2014), IDPs in the region is 2million and people who are in need of humanitarian assistance are 3.5 million. There are inter-related causes behind poverty; natural calamities such as drought and flood, delayed modernisation in agriculture and industry, conflicts continuing since 1970s. Particularly, exacerbated conflict in 2003 has led to destruction of basic infrastructure and provision of services. The situation is grave. Many efforts for peace buildings have been repeated by international society such as UN, but the conflict situation has not been ceased yet. To resolve the conflict, provision of basic services that can improve the life of people and narrow the regional gap is indispensable, as well as peace dialogue among stakeholders. Although, the state government who is responsible for the public service provision faces many challenges such as lack of budget, decreasing skills and knowledge of the public servants, inappropriate facility and equipment, lack of clear strategy. The government is not ready to provide quality service efficiently. When the conflict situation is becoming more complicated and prolonged, international society cannot continue to supplement the public sector and provide services. Strengthening the capacity of state government for provision of public service is a serious issue both for the people of the region and international society.

(Health sector)

The health situation of the Darfur region has not been well in comparison to the Sudan national average. For example, the maternal mortality rate of North Darfur state, South Darfur state and West Darfur State is 280, 335 and 332 per 100,000 live births respectively. These numbers are relatively higher than 216 per 100,000 births of national average. There are various reasons behind this challenging situation; fragile health system with a shortage of health service facilities, high turnover of government staff and limited accessibility to health service facilities, political challenges such as repeated policy and institutional changes in the decentralization, delayed referral from community to health facilities partly because of the people's hesitation to the refer, challenges in community mobilization and health seeking behaviors such as low acceptance to the ANC.

(Water and environmental sanitation)

Darfur region is located at arid or semi-arid area (short rainy period and low rainy intensity) and is vulnerable against drought. Thus, the water supply is depended on groundwater resources which is not affected by short-term precipitation. However, the improved water access ratio is not satisfactory, and it is reported as 59.8% in North Darfur state, 44.5% in South Darfur State and 69.4% in West Darfur State. A large gap is observed in usage of water is 8.6 to 13.0 (litter/person/day) in the region in comparison with 24.1 (litter/person/day) of the national average. Friction over scarce water resource is one of the trigger of conflict between nomads and settled community people. Safe water supply is vital both for the healthy life and conflict prevention. For its importance, many donor agencies are constructing the water supply facilities. However, priority is often given to the emergency aspect, and less effort is made for maintenance. Development of technical skills for O&M is a priority issue for the Darfur people and SWCs.

(Employment and skills development sector)

In Darfur, urban population has been increasing, and one of the reasons is the influx of population affected by conflict. These people are of low productivity without ever received skills training. Lack of skills and low managerial capacity of the workers hampers economic activity. Low skill level and

stagnant economy are part of the factors of high unemployment rate in Darfur. Household survey conducted by Central Bureau of Statistics (2009) revealed one of the worst unemployment rate of Darfur in the country. Unemployment, particularly youth unemployment has significant impact on the social stability. It is a serious concern of the government. On the other hand, government has been unable to make effective countermeasures for employment. Vocational training is limited in quantity and moreover, the content is obsolete.

Development of vocational training and employment support system that match to the labor market of Darfur, as well as capacity building of the training providers and state government in charge of employment are urgent issue to be addressed.

2) Relevance to the development plan/ policy of Sudan

Interim Poverty Reduction Strategic Paper (IPRSP 2012) has 4 pillars, namely; Strengthening governance and institutional capacity of the public sector; Reintegration of IDPs and other displaced populations; Developing human resources and; Promotion of economic growth and employment creation. IPRSP states the importance of peace, security, national unity to achieve pillar 1, Strengthening governance and institutional capacity of the public sector. It also discusses the importance of human resource development. It highlights the value of improved education level and promotion of health as fundamental part of human resource development. To achieve such status, IPRSP considers measures to expand service provision in education, health and water supply.

Darfur Development Strategy (DDS 2013) has 3 key components; Reconstruction, Governance, Justice & Reconciliation, and Economic Recovery. Improved access to education, water and health service is targeted under Reconstruction; enhanced system, structure and process as well as participation of community people of local government is aimed under the Governance, Justice & Reconciliation; and expansion of employment opportunity is aimed under the Economic Recovery.

To conclude, this project that aims to enhance public capacity regarding health, water and employment service and to strengthen peace through improved service provision that meets the community needs and building trust in state government is in line with the Darfur's as well as Sudan's development strategy.

(Health sector)

The health strategy of IPRSP aims at the expansion of PHC services and the improvement quality of services by improving the coverage of basic health services and the equity in terms of the coverage area, the access, and the output. In addition, IPRSP prioritizes such activities that are focused not only on the morbidity and mortality of mother and child but also on the initiative for safe motherhood. The strategic objectives of the National Health Sector Strategy Plan II 2012-2016 developed by the FMOH are: 1) Equal access and use of health services, and 2) Effective Health system that meets people's expectation and needs. With a strong focus on the improvement of health status of socially vulnerable people, FMOH aims to strategically expand the comprehensive PHC services that include community participation and empowerment in order to improve the MCH and nutrition.

The Darfur development strategy similarly aims at the improvement of access to the comprehensive health and nutrition services as well as the expansion of use of these services. Health, nutrition and reproductive health services are included in the basic package whose access should be guaranteed to promote the immunization, ANC by health workers, and birth attended by the Skilled Birth Attendant (SBA).

As mentioned above, the Sudanese national health policy focusing on the equity in consideration of socially vulnerable people including those affected by conflict is highly relevant to this project in terms of the strategic direction and priority areas since both aim at the expansion of access to the PHC services including MCH services, nutrition, and reproductive health.

(Water and environmental sanitation sector)

In IPRSP, other than installation of small scale water plant and rehabilitation of water facility in rural area, another emphasis is put on the improvement of water supply/sanitation. Sanitation education in collaboration with SMOE and SMOH and activities to increase awareness of the people are considered as important measures to achieve the purpose.

In DDS, improved access to water and sanitation is set as its objective. DDS aims to improve access to safe water both in rural area (existing and return area) and urban area (existing and new area), as well as sufficient amount for livestock. It also place importance on the provision of appropriate sanitary facility. As indicators, followings are recognised such as coverage and access to water services, improved monitoring and evaluation of safe water usage, improved water infrastructure and delivery system and development institutional capacity development plan.

The SMAP-2 approach that targets the rural water supply in Darfur matches to the above mentioned water and sanitation policies.

(Employment and skills development sector)

Economic growth and job creation & human resource development is one of the four main issues of the IPRSP. Prolonged unemployment has significant influence to the social stability, and thus job creation is an urgent issue particularly in the region where economy is negatively affected by the conflict. It also focuses on the job creation in the area of manufacturing, service and agriculture that are not dependent on oil and gold mining, as well as improvement of productivity to ensure growth of these economies.

In the area of human resource development, in the recognition of importance of technical education as essential factor for economic development, and therefore aims to make technical education as one of attractive educational option. Besides, DDS seeks to expand access to employment opportunities, in consideration of gender balance, through promoting job placement and self-employment after vocational training.

Therefore it can be concluded that there is a high relevance between this project that focuses on the skills development and policies that seeks expansion of labor opportunities.

3) Relevance to the Japanese aid policy

General framework of Japanese ODA (2003) as well as mid-term policy on ODA (2005) put peace building as one of the focus areas of Japanese assistance. Accordingly, Japanese aid policy for Sudan (2012) focuses on the peace building by enhancing public services, securing livelihood including vocational training, and provision of basic living environment. Therefore, it can be said that the Japanese aid policy and this project that aims to contribute to peace building targeting Darfur region are highly relevant.

4) Appropriateness of Methodology

Conflict affected area carries many uncertainty and elements of instability, and challenges people face during and after the conflict varies. To release a social tension and prevent from new confrontation and conflict, public trust for public service provision is critical. Single sector project cannot break through the stagnant situation, or meet various people's needs. Multi-sectoral approach allows the project to meet different needs of the people. Another positive aspect of this approach is the public relations as it may give considerable impression to the community, by simultaneously implementing activities.

Therefore this approach to target multi-sectoral issues is appropriate in the conflict affected area.

(2) Effectiveness

Since the target area of SMAP-2 will be a conflict area, SMAP-2 has two main purposes, namely delivering public services required by residents as much as possible, and enhancing institutional capacity (planning, implementation, monitoring and evaluation) of service provider, the State Government. SMAP-2 has been designed to provide opportunities for the State Government to learn how to provide public services and to develop operational framework of pilot projects. This approach is considered to be effective to achieve these unique purposes. Moreover, the approaches below could also enhance the effectiveness of SMAP-2.

● Peace Building and Conflict Prevention

One of the project purposes is to deliver public service inclusively to those who do not receive enough, with consideration of public needs as well as different background the local people have.

Although public service should be delivered fairly based on public needs, it has been rare for those who live in Darfur region to participate in decision making process of service provision, and receive the service inclusively. The phase 1 did not highlight this and not particularly encourage the implementation agencies to communicate residents closely. As a result, the service providers still deliver their service with lack of consideration of public needs and inclusiveness.

In response to this situation, SMAP-2 aims to deliver the service in a fair way as much as possible through making public needs and importance of fairness visible on its plans, and include these points in actual pilot projects.

In this point of view, the approaches SMAP-2 takes are clear. In order to achieve the project purposes, SMAP-2 aims to develop planning skills, which are necessary to deliver service with emphasis on public needs and fairness, in the 1st output. For the 2nd output, SMAP-2 provides actual service, whereas it aims to clarify and share the procedure of service provision in order to keep adequate level of quality for public service provision.

● Strengthening Institutional Capacity

SMAP-2 also aims to enhance institutional capacity to provide public service in three sectors, namely Health, Water and Environmental Sanitation, and Employment and Skills Development, as a Technical Cooperation Project. The project will especially focus on four areas, planning, management, monitoring and evaluation. This means SMAP-2 aims the implementation agencies to accumulate required skills, knowledge and experience for result-based project management (set clear objectives in advance, evaluate the result after the implementation, and improve quality of project based on the evaluation), which is a method considered as mainstream for development projects. By taking this approach, SMAP-2 expects to improve institutional capacity of implementation agencies as well as transparency of service provision.

In this aspect, the project design of SMAP-2 is also logical. Firstly, the capacity and experience of planning projects could be strengthened through planning pilot projects as stated in Output 1, while the capacity of project management could be strengthened by running pilot projects which was stated in Output2. Output 3 indicates accumulating institutional memory of the capacity by developing guidelines or manuals based on the experience in SMAP-2.

(3) Efficiency

Efficiency is to evaluate if the input, including project duration and cost, is appropriate to deliver Outputs and achieve Project Purpose (outcome). SMAP-2 will implement and manage the project remotely from office in Khartoum. It is inevitable to have low efficiency because of increased indirect cost and reduced efficiency of skills transfer as the Japanese expert cannot directly instruct the C/Ps at

the pilot project site under such circumstances. Moreover, there are many risks which may affect the efficiency in the conflict affected area. Mitigation of risks is one of the factors for securing efficiency. SMAP-2 has measures to increase efficiency as follows:

- Appropriate Allocation of Japanese Expert

SMAP-2 will assign Japanese expert in charge of project management intensively in each sector, to avoid delay of management and administrative tasks. SMAP-2 aims to deliver service to as many people as possible. Even a small delay of paper work could reduce the benefits. Allocation of the expert will also enhance monitoring and it will help early identification and resolution of problems. On the other hand, for the technical side, SMAP-2 will utilize available local human resources from Sudan, while limiting allocation of Japanese experts. There are many C/P institutions of other JICA projects. Their staff members who are trained can be utilized for capacity development of SMAP-2 to increase training efficiency.

- Appropriate Procurement of Equipment

Basically SMAP-2 will make use of the equipment procured during the phase-1, and therefore procurement is more for the necessary materials. SMAP-2 focuses on the enhancement of planning skill, including cost estimation and post-event evaluation, of the C/P as a part of the capacity development effort. Through improving accuracy of cost estimation, the C/P will become aware and pay more attention to the cost efficiency, and that will eventually improve efficiency.

- Efficiency via Synergy Effect through Collaboration among Implementation Agencies

By setting common project purposes and outputs among different area and sectors, more effective and efficient project management can be expected through synergy effect. (Here, synergy effect means positive impact through collaboration, coordination, corporation and competition.) Collaborative project operation would reduce coordination cost among sectors through unified method to confirm project progress, common tools for such as M&E, and facilitated consensus process by setting similar outputs. It is also expected to foster synergy effect through collaborative activities such as sharing experience/ lessons learned and mutual M&E, and competition and collaboration. Working with different sectors may contribute for widening perspective of the C/Ps.

- Mitigation of Risks that Affect Efficiency

Quarterly STC and SPMC, semi-annual JCC, monthly report and quarterly report, these instruments are in place so as to ensure monitoring function for early detection of problems. Risks are projected and countermeasures are also considered. Since this project is high-risk, it is crucial to commonly understand the importance of the risk countermeasures and apply them certainly.

(4) Impact

1) Likelihood of achievement of the Overall goal

SMAP-2 aims at continuously providing the quality public services by enhancing the institutional capacity of implementing agencies. While this institutional capacity includes planning skill, technical skill, project management skill, and the development of guidelines, these skills emphasize on the fundamental principle of public services, namely the response to the local needs, efficiency, equity, and accountability. By acquiring the attitude towards the improvement of public services, it is expected to achieve the overall goal “Public well-being is enhanced” by applying these skills to other various services after the project.

2) Other impacts

- Positive impact on the Federal Government and other states

The information sharing and the discussion regarding the project activity will be periodically made with the federal line ministries who are the JCC members. This close communication is expected to contribute to the improvement in awareness of the situation in Darfur, the better coordination among different administrative institutions, and the promotion of understanding of the technical cooperation by JICA. Except the unique feature that pays close attention to the influence of conflict, the challenges facing the pilot project are also seen in rural Sudan. Therefore, it is possible to disseminate the project effect to other states by reflecting the lessons learned into the national strategy through close coordination with relevant ministries beforehand. In order to achieve this, it is necessary to encourage C/P to conduct such activity that can be widely applicable across the country.

- Accumulation of know-how of monitoring and evaluation of aid projects

The monitoring and evaluation on the aid projects and public services are not well established not only in Darfur region but also in Sudan as a whole. As a result, there is no monitoring and evaluation activity that guarantees the mutual transparency between the aid agency and the Sudanese government. In response, this project aims to establish the monitoring and evaluation centered on the SMoF so that the lessons learned and recommendations on the monitoring and evaluation in the assistance project in Sudan can contribute to the establishment of monitoring and evaluation system in Sudan. The sufficient information sharing with the Sudanese government on this process is expected to strengthen the trusting relationship with each other.

- Avoiding the negative impact

- The negative impact related to the gender is unlikely to be seen as SMAP-2 mainly targets at women. The negative impact on the natural environment and on the problem concerning the resident relocation and the land acquisition is not considered as the construction beyond a certain scale is not conducted.
- The selection of pilot project sites is concerned as what could cause the negative impact. It is impossible to conduct the pilot project across the Darfur region due to the on-going conflict and other obstacles. It is necessary to pay close attention to the selection process so that the rationale for the final selection can be logically explained. In the water and environmental sanitation sector, it is important to make sure that the sufficient communication is made by identifying who receives the benefit and who does not during the preliminary survey in order to avoid causing another conflict as a result of the divide between those who get access to the water and those who do not.

(5) Sustainability

1) Policy

The sustainability of the Project can be considered as high at the policy level as the public services provided in SMAP-2 and the capacity building of government staff are highly related to the priority issues in the significant strategy of each sector (Health, water, and employment).

2) Organization Structure of Implementing Agency

Not only the HCDG at federal level but also the Secretary General of three Darfur states, SMoH, SWC, SoME, and SMoF play a crucial role in this project. It is highly unlikely that these institutions get dissolved, considering the fact that they are the fundamental administrative organizations both at federal and state levels. Also, the drastic change within the responsible organization that provides universal public services through Pilot projects is unlikely to occur. Therefore, the organization structure of the implementation agency is expected to be sustained even after the Project, ensuring the utilization of the strengthened skills and knowledge.

3) Knowledge and skills

Based on the lessons learned from the phase 1, SMAP-2 conducts the training in parallel with pilot projects and the monitoring of training to make sure the necessary skills are effectively acquired. The areas of skills focused in SMAP-2, namely planning, implementation, monitoring and evaluation, are highly versatile. In other words, these skills can be utilized in the improvement of various public services after the Project. In addition, development of guideline and manuals by compiling the knowledge and lessons learned from the Pilot projects is expected to ensure the continuity of knowledge and skills as organizational knowledge even if the transfer or resignation of the staff occurs.

4) Finance

The Sudanese Federal Government is currently administrating the ultra-austerity budget. This has resulted in a decrease in the development budget and the local allocation whereas Darfur states largely depends on the local allocation from the federal government and the financial assistance from the aid agencies. As the improvement of this situation is beyond the scope of this project, the expansion of public services using the sole state budget might not be financially realistic. However, in response to this issue of financial sustainability, SMAP-2 focuses on the strengthening of budgeting and accounting capacity of the implementing agency so that the cost-effective services can be provided. In addition, the project evaluation and public finance management of SMoF is also included in the training so that the necessary expenses can be allocated to the important service despite the limited state budget. In this manner, it is expected that the implementing agencies can secure a certain amount of budget to effectively provide services after the end of the project.

Furthermore, it is necessary to consider the collaboration with other development partners, considering the continuity of service provision using the financial resources of other donors in order to maximize the effect of the project. As some of the pilot project activities are in common with those planned by other development partners and Darfur Development Strategy. Therefore, such coordination that considers the continuity between the pilot projects and the projects of other development partners is important.

CHAPTER 4

RECOMMENDATIONS

1. Integrity of implementing agencies under common goal

SMAP-2 recognizes the value of public service as people's confidence gained by the state government. This means the pilot project is evaluated by people's understanding and satisfaction, not by the quantity or technique. The most important is building the good relationship between the state government and community people through the service provision, and this is the common goal across different sectors. In SMAP-2, 13 different government institutions will manage the pilot project in different sectors and areas. Therefore, if each person just looks from a point of view of the organization where he/she belongs, it becomes impossible to generate a sense of belonging as SMAP-2. In order to avoid the fragmentation of each organization, it is important to be aware of the overall optimization all the time by sharing the common goal and the success scenario. A code of conduct as SMAP-2 member could be considered as another effective method. In order to enhance a sense of belonging, it is important to have the opportunity for all the participating members to discuss and think over what the public service should be like and how the service can be improved together even under the unstable condition of the conflict area.

2. Close Communication

Communication is a matter of the utmost importance in the remote project management. This includes communication between JICA project team and each state implementing agencies as well as the internal communication within the implementation agency. The former is already designed to be established in the project to some degree in the form of monthly report and quarterly STC meeting and SPMC meeting. It is desired that Japanese experts are dispatched in a way that enables this communication system to function. The latter is the communication between the senior officials and other staff in the implementing agency, in other words the communication within the Pilot Project Implementation Team. If this communication does not properly function, JICA experts' advice does not reach the ground. Also, when the voice of the Pilot Project Implementation Team is not heard by the senior officials, JICA team will not be able to understand what is happening in the field. Therefore, it is necessary to check whether the internal communication within the implementing agencies is smoothly made through regular meetings. It is also important to consider the establishment of communication flow such as "JICA-field coordinator-state ministry staff" by employing the field coordinator other than "JICA-senior officials-state ministry staff" in order to mitigate the risk concerning remote project management.

3. Flexible project operation

This project not only targets at conflict-affected area but also contains such a complicated implementation structure. Due to these challenges, it is highly likely that project activities cannot be carried out as planned because of the unexpected incident. Therefore, flexibility is important to make arrangement in response to the unexpected sudden change in the circumstances by understanding the situation and making a quick decision. This detailed study summarizes the measures against the foreseeable risks. When starting the SMAP-2, these measures should be made more concrete and clarified as well as the communication system for approving changes in the plan and sharing information should be established.

4. Enhancing motivation of the staff

The success of the project does not lead to increase the salary or promotion of the staff working on the project. In such circumstances where economic incentives do not easily work, the strong leadership

from the management level of each implementing agencies is essential. The senior officer positions such as Directors should understand that motivation is the most important in addition to knowledge and skills for human resource development to achieve one of the project objectives, to strengthen the capacity of human resources. While training can improve knowledge and skills, only superiors can raise the staff's motivation. It is their responsibility to raise their commitment as civil servant by appropriately evaluating staff's capacity and achievement and correcting problems seen in the office. The top of each department including DGs should hand over their power to the middle-level staff in terms of the tasks assigned in the SMAP-2. The key to the success depends on the degree to which the personnel who can autonomously act are trained.

5. The best use of competent personnel beyond the sectors and agencies

The fact that many organizations and persons participate in the SMAP-2 means the difficult project management as well as the potential involvement of competent personnel. The JICA project team should have a clear understanding of what kind of persons are working and what kind of skills they have in each organization in order to fully utilize the available asset of the human resources. Utilizing such motivated and competent staff regardless of sectors and organizations would greatly improve the efficiency of the project. It is important to consider how to strengthen their capacity by giving a chance of training and promoting the communication.

6. Selection of target communities and persons

A great deal of equity must be considered in the selection of pilot project areas and target people from the aspect of the principle of public services as well as the conflict prevention and peace promotion. At the same time, it is necessary to understand that equity may have to be compromised due to the difficulty in access, limited information, and the government policy in the current situation where the conflict is not terminated yet. It will be necessary to set the selection criteria in different levels, and the equity in the public service can be maintained even after the project if the selection criteria are determined by the implementing agencies, not by JICA project team. The process where the C/P learns equity and the consideration of conflict influence first, develops simple criteria, and improves the criteria through the implementation of pilot project might be one option to be considered. Although this project is aimed at peace-building, it is recommended to target at the community close to the state capital or others where the leadership is seen as more influential and people show solidarity at the initial stage of the project rather than selecting challenging communities which have been seriously affected by the conflict.

7. Behavior with respects for local values

In comparison with the phase 1, SMAP-2 has more activities that require participation of community people. While the Sudanese Government is sensitive to the sensitization by foreign countries, many Western aid agencies have been ordered to stop their activity or expelled from the country because they are believed to inspire the idea of "wrong democracy." Considering this fact, all the project staff should act with respect for local values. Moreover, good communication with government organizations including HAC and DRA should be made in order to avoid their misunderstanding of the project.

8. Training of Sudanese project staff

The management of SMAP-2, which includes a wide range of tasks, is remarkably complex, and the number of Japanese experts is limited. In such condition, the quality of the Sudanese staff largely affects the operation and management of the project. With the main role of coordination with implementing agencies, they are required to have a certain level of expertise as well as competent communication skill and cooperative personality. The quality report writing skill and high

performance of a large volume of tasks are also important. Training including the introduction of the project content is essential as recruiting such all-round staff is almost impossible. Therefore, the training of the Sudanese staff should be considered to make the smooth project management possible.

9. Realistic security management

Security comes the first of the project implementation. Realistic security management is necessary both for the JICA project team and C/P to ensure the security as well as yield the fruitful result under the unstable security condition in Darfur. Therefore, it is important to consider the possible mitigation measures and realistic security management beforehand based on the correct information, assuming the all security risks.

10. Ensuring local component

Operating expenses, personnel expenses and local component of each State implementing agency are the precondition for the implantation of SMAP-2. Ensuring local component which is planned to increase annually is critical. Nonetheless, as the budget needs to be assessed with appropriate evaluation of actual expenses, implementing agencies have responsibility for fulfilling their accountability obligations including project accounting. SMoF is also expected to carry out the project evaluation.

11. Ensuring project staffing

SMAP-2 is expected to be a significant opportunity to support the HCDG's important mission of peace-building. However, as the newly established Peace and Peaceful Coexistence Directorate is facing the staff shortage, it is strongly recommendable to recruit the necessary number of staff by the time when SMAP-2 starts. The appropriate staff arrangement by ensuring the necessary number as well as considering the staff capacity, current work load, and the assigned responsibility is also greatly desired for the Pilot Project Implementation Team at implementing agencies.

12. Strengthening relationships between States and Federal government

The policy of the federal government largely influences on the peace-building in Darfur. Therefore, each state implementing agency should share information actively with its line federal ministries, taking a chance of attending various meetings held in Khartoum. In addition, lessons learned from SMAP-2 can be effective to improve public services in other conflict-affected areas including East and Central Darfur states, and protocol areas. The implementing agencies are strongly expected to make a substantial contribution to the recovery and reconstruction of these areas in collaboration with the federal government. In this respect, training in Japan when federal as well as state ministries join together can be effective in strengthening the relationship between them. Japanese experts should promote information sharing between the state ministries and federal lines ministries.

13. Practical Coordination with other project

The coordination with other JICA projects is essential while several projects in health, water, and vocational training sectors are currently being implanted or planned. Especially, SMAP-2 will need cooperation with the C/P of the "Human Resources Development for Water Supply in Phase 2", namely DWSU and DWST for the training for SWC staff. It is important to discuss and share the training plan and evaluation result at regular meetings to ensure the practical coordination.

14. Information sharing with other peacebuilding projects

The flexible project management using various measures is required in the conflict-affected area

where the circumstances are very complex. However, there are not sufficient practical lessons related to this approach yet. This SMAP-2 is one of the exceptional cases that involve unique elements such as multiple sectors, many implementing agencies in a vast area, remote management, and capacity building of public service management under the on-going conflict. The constant improvement by collecting information from other peace-building projects and verifying the approach, and adopting the effective method during the four-year project period is desired.

15. Collaboration with the Embassy of Japan

The Embassy of Japan in Sudan has shown deep interest in SMAP-2, recognizing it as the project promoting “the consolidation of peace,” one of the three prioritized areas in the Japanese assistance to Sudan. As the Embassy of Japan pointed out that the past assistance in conflict-affected areas, including the assistance via UN agencies, had weak accountability for the result, it is important for SMAP-2 to fulfil the evidence-based accountability obligations with objectivity by applying the scientific evaluation method and examining the result with the external experts. The result of the pilot project might be published as the academic paper in case when highly educated C/P is available such as SMOH. This may be effective in the capacity development. As the outcome of the project will have meaning through being widely recognized, the project activities include public relations activity such as Darfur Campaign. In order to increase Japanese presence in peace-building, promotion of public relations activities in cooperation with JICA and the Embassy of Japan is desired. Regarding the Embassy of Japan, the cooperation in other assistance scheme such as Grant Aid for Grassroots and Grant Aid via UN organizations is also expected.

16. Scheduled commencement of SMAP -2

During the detailed planning study, both JICA mission team and the Sudanese Government agreed on the commencement of SMAP-2 in January 2015 after the signing of the Record of Discussions (R/D) in August 2014. As SMAP-2 aims at strengthening the public service management, management is expected to become easy if the same fiscal year is applied both in the State Ministry and the project. The smooth preparation is expected to ensure the commencement of the project in January 2015 as scheduled since the fiscal year of the Sudanese Government including state ministries starts on the 1st of January and ends on the 31st of December. In addition, it is desired to make the agreement on the project cost and local component with the Sudanese side (Director General of State Ministry of Finance in each state) at the time of signing R/D. It is important not only to ask for bearing a part of the expenses but also to present the whole budget of the project excluding the personnel expense of JICA experts.

ANNEXES

- 1. Study Schedule**
- 2. Planning Workshop Program**
- 3. Minute of Meeting (M/M)**
- 4. Draft PO**
- 5. List of Interviewees**
- 6. References**
- 7. Survey Map (Target area of the Study)**

Study Schedule

Feb				Mar				Apr				May				Jun			
1	Sa			1	Sa	Preparatory stage in jp	6	1	Tu	Prepare mid-term report	1	1	Th	ND→KHT	12	1	Su	Meeting with stakeholders	43
2	Su			2	Su	Preparatory stage in jp	7	2	We	JICA HQ visit	2	2	Fr	Preparatory work for WS	13	2	Mo	Meeting with stakeholders	44
3	Mo			3	Mo	Preparatory stage in jp	8	3	Th	Prepare mid-term report	3	3	Sa	Preparatory work for WS	14	3	Tu	Meeting with stakeholders	45
4	Tu			4	Tu	Dept Tokyo	1	4	Fr	Prepare mid-term report	4	4	Su	Preparatory work for WS	15	4	We	Dept KHT	46
5	We			5	We	Arr.KHT, Meeting with JICA, Meeting with National Staff	2	5	Sa			5	Mo	WS Day1	16	5	Th	Arr Tokyo	47
6	Th			6	Th	Courtesy call HCDG, Darfur travel	3	6	Su			6	Tu	WS Day2	17	6	Fr		
7	Fr			7	Fr	Preparatory work for field study	4	7	Mo	Prepare mid-term report	5	7	We	WS Day3	18	7	Sa		
8	Sa			8	Sa	Preparatory work for field study	5	8	Tu	Prepare mid-term report	6	8	Th	WS Day4	19	8	Su		
9	Su			9	Su	Meeting with C/P	6	9	We	Prepare mid-term report	7	9	Fr	Meeting with JICA HQ	20	9	Mo	Prepare Final study report	1
10	Mo			10	Mo	Meeting with C/P	7	10	Th	Prepare mid-term report	8	10	Sa	Data analysis	21	10	Tu	Prepare Final study report	2
11	Tu			11	Tu	Data collection, Visit other donor agencies	8	11	Fr			11	Su	Basline data collection	22	11	We	Prepare Final study report	3
12	We			12	We	Data collection, Visit other donor agencies	9	12	Sa			12	Mo	Basline data collection	23	12	Th	Prepare Final study report	4
13	Th			13	Th	Data collection, Visit other donor agencies	10	13	Su			13	Tu	Draft PDM/RD, Arr Date of JICA HQ team	24	13	Fr		
14	Fr			14	Fr	Preparatory work for field study	11	14	Mo	Meeting with JICA HQ		14	We	Draft PDM/RD	25	14	Sa		
15	Sa			15	Sa	Preparatory work for field study	12	15	Tu	Prepare mid-term report	9	15	Th	Draft PDM/RD	26	15	Su		
16	Su			16	Su	KHT→WD	13	16	We	Prepare mid-term report	10	16	Fr	Data analysis	27	16	Mo		
17	Mo			17	Mo	WD	14	17	Th			17	Sa	Data analysis	28	17	Tu		
18	Tu			18	Tu	WD	15	18	Fr			18	Su	KHT→ND	29	18	We		
19	We			19	We	WD	16	19	Sa			19	Mo	Stakeholders WS	30	19	Th		
20	Th			20	Th	WD→KHT	17	20	Su	Dept Tokyo	1	20	Tu	ND→WD	31	20	Fr	Prepare Final study report	5
21	Fr			21	Fr	Data analysis	18	21	Mo	Arr KHT	2	21	We	Stakeholders WS	32	21	Sa		
22	Sa			22	Sa	Data analysis	19	22	Tu	Meeting with JICA	3	22	Th	WD→KHT	33	22	Su		
23	Su			23	Su	Information analysis	20	23	We	Meeting with C/P	4	23	Fr	Internal Meeting	34	23	Mo	Prepare Final study report	6
24	Mo	Contract,Preparatory stage	1	24	Mo	Meeting with C/P	21	24	Th	Meeting with C/P	5	24	Sa	Internal Meeting	35	24	Tu	Prepare Final study report	7
25	Tu	Preparatory stage in jp	2	25	Tu	Meeting with C/P	22	25	Fr	Preparatory work for field study	6	25	Su	Meeting with stakeholders	36	25	We	Prepare Final study report	8
26	We	Preparatory stage in jp	3	26	We	Meeting with C/P	23	26	Sa	Preparatory work for field study	7	26	Mo	Meeting with stakeholders	37	26	Th	Prepare Final study report	9
27	Th	Preparatory stage in jp	4	27	Th	Meeting with C/P	24	27	Su	Meeting with C/P	8	27	Tu	Meeting with stakeholders	38	27	Fr	Prepare Final study report	10
28	Fr	Preparatory stage in jp	5	28	Fr	Data analysis	25	28	Mo	Meeting with C/P	9	28	We	Meeting with stakeholders Dept Date of JICA HQ team	39	28	Sa		
				29	Sa	Data analysis	26	29	Tu	KHT→ND	10	29	Th	Meeting with stakeholders	40	29	Su		
				30	Su	JICA meeting, Dept KHT	27	30	We	ND	11	30	Fr	Data analysis	41	30	Mo		
				31	Mo	Arr Tokyo	28					31	Sa	Data analysis	42				



Project on Human Resources Development in Darfur, Phase II

1ST PLANNING WORKSHOP

May 5 (Mon) to 8 (Thu)

HCDG meeting room, Khartoum

Organized by JICA and HCDG

Objectives	This Workshop aims; <ul style="list-style-type: none">• To introduce basic concept of SMAP Phase-2• To develop detailed plan for SMAP Phase-2 by participatory planning method
Expected outputs	Draft of Sector Plan in Health, Vocational Training and Water Sector
Contents	<ul style="list-style-type: none">• Lecture on public service, project planning and management• Lecture on peace building• Lecture on project management• Lecture on monitoring and evaluation• Introducing basic concept of SMAP Phase-2• Planning of Pilot project in SMAP Phase-2• Developing detail plan on human resource development, equipment, system improvement and finance• Determining implementation structure and monitoring and evaluation• Presentation of the plan by participants and general discussion
Contact person	Osama Mirghani/SMAP: Tel 0912360896, E-mail osamirg@gmail.com

Project on Human Resources Development for Darfur

SMAP 1st Planning WORKSHOP

May 5 to 8, Higher Council for Decentralized Governance (HCDG), Khartoum

PROGRAMME

Day-1: Kick-off and Pilot Project

Kick-off		
0900 - 0930	Registration	SMAP
0930 - 0940	Welcome speech	Barbik Sirelkhatim - DG Peace building, HCDG
0940 - 0950	Welcome speech	Mr.Koike/JICA Country Rep.
0950 - 1000	Introduction: Study mission, workshop objectives, procedure and expected outputs	M. Ikawa/SMAP
1000 - 1030	[Lecture] Introduction of SMAP Phase 2	S. Yamamoto/SMAP
1030 - 1100	[Lecture] "What is quality public service?"	S. Yamaguchi/SMAP
1100 - 1200	Breakfast	SMAP
Planning Workshop		
1200 -	Divided into Sector group (health, vocational training and water)	
1200 - 1210	Introduction of the session, short lecture	Each JICA Specialist
1210 - 1400	Planning of Pilot Project	Group work
1400 - 1430	Break	SMAP
1430 - 1600	Planning of Pilot Project	Group work
1600 -	Closing Day 1	

***Remarks:

- ① Health Group (S. Yamaguchi): Participants from Ministry of Health
 - ② Vocational Training Group (M. Ikawa): Participants from Ministry of Finance and Ministry of Education
 - ③ Water & Sanitation Group (T. Sato): Participants from SWC and DWSU
 - ④ Management Group (S. Yamamoto): Participants from Ministry of Finance, HCDG, DRA
- ***
- ⑤ Ministry of Finance will sit together with vocational training team

(Programme continued)

Day-2: Designing enabling factors of the Pilot Project

Time	Activities	Facilitator/presenter
0900 - 0930	Registration	SMAP
0930 - 0940	Introduction of Day-2 Programme and expected outputs	A. Kaiho/SMAP
0940 - 1010	[Lecture] "What is project management?"	T. Sato/M. Ikawa/SMAP
1010	Divided into Sector group (health, vocational training, water and management)	
1010 - 1100	Designing HRD Plan, Operation System, Equipment Plan and Finance Plan	Group work
1100 - 1200	Breakfast	SMAP
1200 - 1400	Designing HRD Plan, Operation System, Equipment Plan and Finance Plan	Group work
1400 - 1430	Break	SMAP
1430 - 1600	Designing HRD Plan, Operation System, Equipment Plan and Finance Plan (continue)	Group work
1600	Closing Day 2	

(Programme continued)

Day-3: Designing enabling framework of the Pilot Project and M&E

Time	Activities	Facilitator/presenter
0900 - 0930	Registration	SMAP
0930 - 0940	Introduction of Day-3 Programme and outputs	A. Kaiho/SMAP
0940 -	Divided into sector group (health, vocational training and water)	
0940 - 1100	Designing implementation structure and risk management	Group work
1100 - 1200	Breakfast	SMAP
1200 - 1220	[Lecture] "Introduction of Monitoring and Evaluation"	H. Tsuruta/SMAP
1220 - 1400	Designing Monitoring and Evaluation	Group work
1400 - 1430	Break	SMAP
1430 - 1440	Designing Monitoring and Evaluation (continue)	Group work
1600 -	Closing Day 3	

Management group (HCDG, DRA, Ministry of Finance) has different programme as follows;

1000 - 1100	Positioning of SMAP in government's developing policy	S. Yamamoto/SMAP
1100 - 1200	Breakfast	SMAP
1200 - 1400	Project financing, human resource development plan and implementation structure	S. Yamamoto/SMAP H. Tsuruta/SMAP
1400 - 1430	Break	SMAP
1430 - 1600	Role of Ministry of Finance, HCDG and DRA	S. Yamamoto/SMAP
1600	Closing Day 2	

Day-4: Sharing Plans

Time	Activities	Facilitator/presenter
0900 - 0930	Registration	SMAP
0930 - 0940	Introduction of Day-4 Programme and outputs	A. Kaiho
-	Divided into Sector group (health, vocational training and water)	
0940 - 1100	Preparation for presentation	Group work
1100 - 1200	Breakfast	SMAP
1200 - 1415	Reporting by representatives of sector groups	Representatives of sector groups
1415 - 1445	Break	SMAP
1445 - 1530	Overall SMAP Phase-2	S. Yamamoto/SMAP
1530 - 1540	Closing speech	Mr.Koike/JICA Country Rep.
1540 - 1600	Closing speech	Siddig Juma Babelkhir General Rapporteur HCDG
1600 -	Closing Day 4	

**MINUTES OF MEETING
BETWEEN THE JAPANESE DETAILED PLANNING SURVEY TEAM
AND
THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF REPUBLIC OF THE SUDAN
ON
JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT FOR HUMAN RESOURCES DEVELOPMENT FOR DARFUR PHASE II**


In response to a request from the Government of Republic of the Sudan (hereinafter to as "GOS"), Japan International Cooperation Agency (hereinafter referred to as "JICA") dispatched the Detailed Planning Survey Team (hereinafter to as "the Team") headed by Mr. Naoyuki Ochiai from March 5, 2014 to March 30, 2014 and from May 23, 2014 to June 3, 2014 for the purpose of discussion the framework of the requested technical cooperation project entitled "the Project for Human Resources Development for Darfur Phase II" (hereinafter referred to as "the Project").

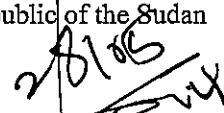
During the survey, the Team exchanged views and had a series of discussion on the design of the Project with Higher Council for Decentralized Governance (hereinafter referred to as "HCDG") and state government of North Darfur State, South Darfur State and West Darfur State (hereinafter referred to as "the authorities concerned" including HCDG).

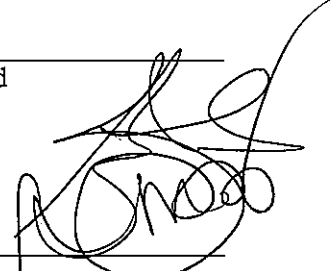
As a result of the discussions, both sides reached common understandings concerning the design and framework of the Project referred to in the document attached hereto.


Khartoum, the Republic of the Sudan, May 28, 2014


Mr. Naoyuki Ochiai
Senior Advisor to the Director General
of the Economic Infrastructure Department,
Economic Infrastructure Department,
Japan International Cooperation Agency
Japan


Mr. Siddig Juma Bab Elkheir
General Rapporteur,
Higher Council for Decentralized Governance,
The Republic of the Sudan


Mr. Ismail Bashir Mohammed
Secretary General,
North Darfur State,
The Republic of the Sudan


Mr. Saud Hussein Elmahi
Secretary General,
South Darfur State,
The Republic of the Sudan


Mr. Khamis Ali Abdallah
Secretary General,
West Darfur State,
The Republic of the Sudan

ATTACHED DOCUMENTS

I. Basic Framework of the Project

The authorities concerned and the Team shared the common view on the basic framework, scope and details of the Project as below:

1. Project Title:

The authorities concerned and the Team agreed on changing the project title from “the Project for Human Resources Development for Darfur Phase II” to “the Project for Strengthening Peace through the Improvement of Public Services in Three Darfur States” based on the mutual consensus. JICA will officially inform the change of project title to the Government of Japan (hereinafter referred to as “GOJ”). For official consensus on the change of project title between GOS and GOJ, another procedure will be carried out. After completion of this procedure, the new project title will be officiated.

2. Scope of the Project:

The authorities concerned and the Team confirmed that the Project would aim at enhancing well-being of people in three Darfur states by providing public services inclusively based on the public needs and strengthening capacity of the State Governments in provision of public services, in addition, capacity of community in managing of public services.

3. Duration of the Project:

The authorities concerned and the Team agreed that the duration of the Project would be tentatively for Four (4) years starting from January 2015 (tentative).

4. Target Area

The authorities and the Team confirmed that the Project would cover the North Darfur State, South Darfur State and West Darfur State.

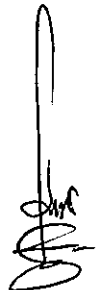
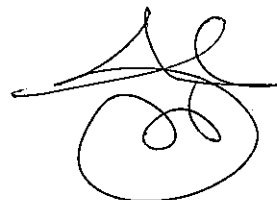
5. Outline of the Project:

The authorities concerned and the Team agreed on the framework of the Project as follows. Details are shown in the Project Design Matrix (hereinafter referred to as “PDM”) in Annex I. It was understood that the attached PDM is provisional, and HCDG, State Governments of three Darfur States and JICA will further review and revise it as necessary upon mutual agreement.

[Super Goal]

Strengthening peace and stability of three Darfur States through improvement of quality of life of people in three Darfur States

X.H-AR¹



[Overall Goal]

Public well-being is enhanced in three Darfur States.

(Well-being is defined as conditions where public happiness, public trust and public services are fulfilled for the people.)

[Project Purpose]

- 1) Public services considering public needs are inclusively provided in pilot areas. i) Health Sector, ii) Water Sector, and iii) Employment / Skills Development Sector,
- 2) The institutional capacity (planning, implementation, monitoring and evaluation) of the State Governments in the provision of public services is strengthened.

[Outputs]

- 1) Planning and coordination skills necessary to conduct pilot projects in consideration of public needs and inclusiveness are improved in three Darfur States.
(* Inclusiveness for the Project is defined as covering most needed people.)
- 2) Skills and knowledge on the management of pilot projects with awareness for public needs and inclusiveness are improved.
- 3) Operational framework of pilot projects is improved for public needs and inclusiveness.

[Inputs]

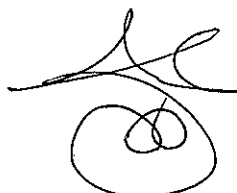
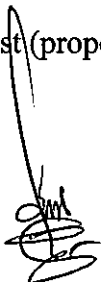
Japanese side

- 1) Experts
- 2) Equipment
- 3) Training of counterpart personnel in Japan and/or appropriate third countries
- 4) Portion of expenses for project operation

Sudanese side

- 1) Allocation of counterpart personnel and administrative personnel
 - Project Director: General Rapporteur, Higher Council for Decentralized Governance
 - Project General Managers:
 - Secretary General, North Darfur State
 - Secretary General, South Darfur State
 - Secretary General, West Darfur State
 - Project Managers:
 - Director General, State Ministry of Finance, North Darfur State
 - Director General, State Ministry of Finance, South Darfur State
 - Director General, State Ministry of Finance, West Darfur State
 - Officers/Members of Joint Coordination Committee
- 2) Office space in HCDG and State Ministry of Finance (hereinafter referred to as "SMoF")
- 3) Pilot project operation cost (proportionate share)
- 4) Other Support

KH-AB



- The following will be allocated by GOS

Costs of customs clearance, Value Added Tax, instate transportation, and storage of equipment provided by JICA

II. Specific Issues on the Project

1. Further emphasis on public needs and collaborative relationship between state government and community

Based on the experience from the phase 1 of this Project, the authorities concerned and the Team agreed on the importance of putting further emphasis on community's needs / perspectives and to strengthen communication and collaborative relationship between state government and community

2. Appropriate measures for inclusive development through public service delivery

The authorities concerned and the Team confirmed to give due considerations to the conflict affected communities, which include i) host communities of IDPs, ii) IDPs communities, and iii) returnees' communities, in site selection of pilot projects. Meanwhile, both parties also confirmed that IDPs shall not be separated from the host communities. In addition, both parties agreed to promote peaceful co-existence, which is in line with the policy of the GOS.

3. Information sharing among the relevant organizations in Sudan

The authorities concerned and the Team confirmed the importance of sharing information and strengthening relationship between the Federal Government and State Governments, and also among Ministries of Federal Government for effective and efficient service delivery.

4. Common goals of the project

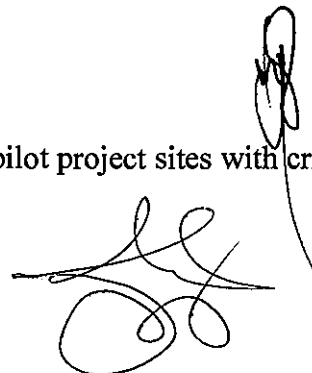
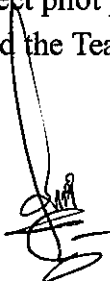
The authorities concerned and the Team confirmed that it is imperative to have a common vision among Health, Water and Employment / Skills Development Sectors.

5. Importance of sharing lessons-learned

The authorities concerned and the Team recognized the importance of sharing lessons-learned by reviewing the experiences of pilot projects through State Project Management Committee and Sector Technical Committee, in order to improve public services and to enhance the capacity of state government to plan, implement, monitor and evaluate public services.

6. Tentative criterion to select pilot project sites

The authorities concerned and the Team agreed to select pilot project sites with criterion as followings:



<Common>

- 1) Relevance
- 2) Feasibility (accessibility and communicability)
- 3) Commitment and participation of communities
- 4) Security and safety
- 5) Peace, inclusiveness and co-existence (conflict affected communities and conflict prevention)
(* Inclusiveness for the Project is defined as covering most needed people.)
- 6) Collaboration between sectors
- 7) Due considerations for coordination
- 8) Due considerations for Donor activities (to avoid duplication and promote collaboration)
- 9) Due considerations for conflict affected communities

<Health>

- 1) Presence of health centers
- 2) Existence of Community Health Committee
- 3) Presence of VMWs/HV/AHV
- 4) Accessibility

<Water>

- 1) Access to water
- 2) Presence of water committee
- 3) Availability of borehole data

<Employment / Skills Development>

- 1) Due considerations for most needed
- 2) Due considerations for occupational safety
- 3) Due considerations for fluid labor market needs

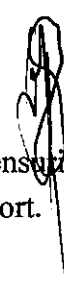


7. Budget allocation of local component by state governments

The Team requested the HCDG and State Governments to allocate budget for local component. The State Governments agreed to provide local component for pilot projects, which will be ten (10) percent of total pilot project cost in the 1st year of the Project, fifteen (15) percent of in the 2nd year, twenty (20) percent of the in 3rd year, and twenty-five (25) percent of in the 4th year.

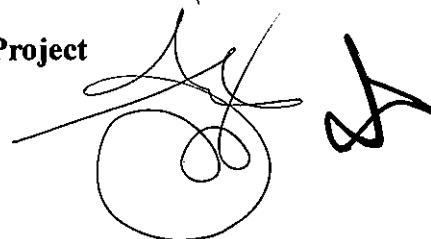
8. Support and cooperation on security issue

The Team requested the authorities concerned for cooperation on ensuring security of Project personnel. The authorities concerned agreed to extend support.



III. Steps to be taken before the commencement of the Project

LH AB⁴



HCDG and the Team agreed that the Record of Discussions, the draft of which is attached as Annex VI, would be signed between HCDG and JICA Sudan Office by the end of August, 2014.

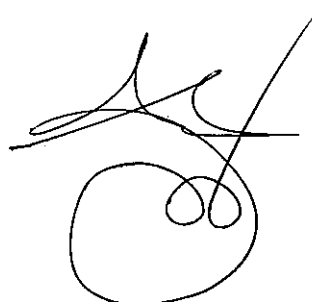
IV. Tentative schedule

- August 2014: Signing on Record of Discussions
- October 2014: Socio-economic survey and labor market survey
- November 2014: Training in Japan
- January 2015: Commencement of the Project

ANNEX I	TENTATIVE PROJECT DESIGN MATRIX (PDM)
ANNEX II	TENTATIVE PLAN OF OPERATION (PO)
ANNEX III	TENTATIVE PROJECT OUTLINE
ANNEX IV	TENTATIVE IMPLEMENTATION STRUCTURE
ANNEX V	DETAILS OF THE JOINT COORDINATION COMMITTEE, STATE PROJECT MANAGEMENT COMMITTEE AND SECTOR TECHNICAL COMMITTEE
ANNEX VI	DRAFT RECORD OF DISCUSSIONS

MT-DB

5



Annex 1

Project for Human Resources Development for Darfur Phase II

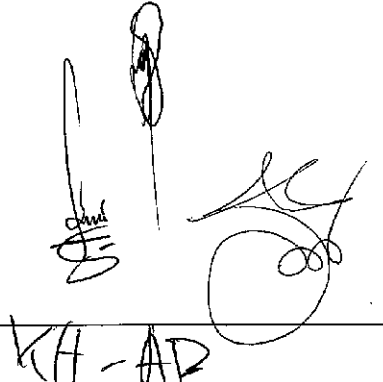
Project Design Matrix (Overall) (28th May 2014)

Project Period: January 2015 - December 2018

Target Group 1) People living in North Darfur state, South Darfur State, and West Darfur state
 Target Group 2) Staff of State Governments of North Darfur state, South Darfur State, and West Darfur state

Narrative Summary	Indicators	Verification Measures	Important Assumption
<p>Super Goal Strengthening peace and stability of three Darfur states through improvement of quality of life of people in three Darfur States</p>			
<p>Overall Goal Public well-being is enhanced in three Darfur States (*Well-being is defined as conditions where public happiness, public trust and public services are fulfilled for the people.)</p>	<p>(Common indicators among four components) o-1 Public happiness is increased o-2 Public trust on the government is promoted o-3 Satisfaction on public services is increased (Health sector component) ho-1 Number of ANC provided by VMWs is increased in three Darfur states ho-2 Number of births attended by skilled-birth attendant (including VMWs) is increased in three Darfur states ho-3 Number of community referral is increased in three Darfur States ho-4 Healthy behavior (XXXXXXX etc.) is promoted in three Darfur states (Water & environmental sanitation sector component) wo-1 Coverage of improved water supply is increased to 70% of the population in rural area of three Darfur states by 2020 (estimate from (Employment/skills development sector component) jo-1 Diversified training program is available in three Darfur States jo-2 Number of training program implemented is increased in three Darfur States (Project Management) pmo-1 Information of public services open to public is increased</p>	<p>Questionnaire survey/ focus group discussion Questionnaire survey/ focus group discussion Questionnaire survey/ focus group discussion Records/statistics of SMOHs Records/statistics of SMOHs Records/statistics of SMOHs Records/statistics of SWCs Program implementation records Program implementation records Record of SMOFs and implementing agencies</p>	
<p>Project Purpose 1) Public services considering public needs are inclusively provided in pilot projects area 2) Institutional capacity (planning, implementation, monitoring and evaluation) of the State Governments in the provision of public services is strengthened</p>	<p>(Common indicators among four components) p-1. Selection process of the pilot areas become inclusive (include the most conflict-affected people and community, etc. into target groups with consideration for coexistence) p-2. Recognition of implementing agencies on public needs is improved (Contacts with community is increased, attitude of implementing agencies to community people become responsive from neglective, etc.) p-3. Capacity (to make the services efficient, transparent and peace promotion) of service providers perceived by stakeholders is improved</p>	<p>360 degree survey with questionnaire Most Significant Change method 360 degree survey with questionnaire Most Significant Change method 360 degree survey with questionnaire Most Significant Change method</p>	
<p>(Health Sector) 1) Community-based maternal and child health services considering public needs are inclusively provided in pilot project area 2) Institutional capacity of the State Ministry of Health (SMoHs) in the provision of community-based maternal and child health services is strengthened</p>	<p>hp-1 Public satisfaction on selected health services is increased in pilot areas hp-2 Number of ANC provided by VMWs is increased in pilot areas hp-3 Number of births attended by skilled-birth attendant (including VMWs) is increased in pilot areas hp-4 Number of community referral is increased in pilot areas hp-5 Healthy behavior (XXXXXXX etc.) is promoted in pilot areas hp-6 Pilot Projects are repeatedly implemented as planned</p>	<p>Baseline survey, endline survey Records/statistics of SMOHs Records/statistics of SMOHs Survey Project activity record</p>	
<p>(Water & Environmental Sanitation Sector) 1) Water supply services considering public needs are inclusively provided in pilot projects area 2) Institutional capacity of State Water Corporation (SWCs) in provision of rural water supply services is strengthened</p>	<p>wp-1 Public satisfaction on water supply service is increased in pilot areas wp-2 Access time to improved water is decreased 00% in pilot areas wp-3 Improved water consumption (liters/capita/day) is increased 00% in pilot areas wp-4 Pilot Projects are implemented as planned</p>	<p>Baseline survey, endline survey Baseline survey, endline survey Baseline survey, endline survey SWCs records</p>	
<p>(Employment/skills development sector component) 1) Employment/ Skills Development program considering public needs are inclusively provided in pilot projects area 2) Institutional capacity of the State Governments in provision of employment/ skills development program is strengthened</p>	<p>jp-1 Public satisfaction on employment/ skills development program is increased in pilot areas jp-2 00% of women who participated the integrated self-employment training provided as pilot project start their business jp-3 00% of the apprentices who received training are hired and/or self-employed jp-4 Employment rate of the graduates of short-term training is increased by 00% jp-5. Pilot projects are implemented as planned jp-6. Vision and methodology of Employment and Entrepreneurship</p>	<p>Baseline survey, endline survey Baseline survey, endline survey Baseline survey, endline survey Baseline survey, endline survey Program implementation records Baseline survey, endline survey</p>	<p><i>Handwritten signatures and initials: KH-AB, and other illegible marks.</i></p>
<p>(Project Management) Institutional capacity of project management (monitoring and evaluation, and project financing) of State Ministries of Finance (SMoFs) and implementing agencies of pilot projects is strengthened</p>	<p>pmp-1 More than 00% of submitted monthly reports are accurate (data for indicators are provided without misunderstandings nor missing) pmp-2 More than 00% of submitted quarterly reports are accurate (judgment on relevance, progress, effectiveness of the pilot projects are provided without misconception, recommendation from SMOFs to implement)</p>	<p>Monthly reports submitted by implementing agencies Quarterly monitoring and evaluation sheets filled by MoFs</p>	<p><i>Handwritten signature and initials: and other illegible marks.</i></p>

Annex 1



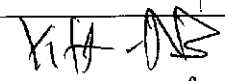


	<p>agencies become relevant or practical for pilot projects) pmp-3 SMOFs conduct monitoring and evaluation on more than three projects pmp-4 Proportions of total operational cost for the pilot activities burden by SMOFs are increased</p>	<p>Monitoring and evaluation record of MoFs Project accounts</p>	
<p>Output 1 Planning and coordination skills necessary to conduct pilot projects in consideration of public needs and Inclusiveness are improved (* Inclusiveness for the project is defined as covering most needed people.)</p> <p>(Health sector) Planning and coordination skills necessary to conduct pilot projects (community mobilization and supportive supervision of VNMW) in consideration of public needs and inclusiveness are improved</p> <p>(Water & environmental sanitation sector) Planning and coordination skills necessary to conduct pilot projects (rural water supply services) in consideration of public needs and inclusiveness are improved</p> <p>(Employment/skills development sector component) Planning and coordination skills necessary to conduct pilot projects in employment and skills development in consideration of public needs and inclusiveness are improved</p> <p>(Project management) Planning and coordination skills necessary to conduct monitoring and evaluation on the pilot projects (including project financing) in consideration of public needs and inclusiveness</p>	<p>(Referred to each PDM of each component)</p>		
<p>Output 2 Skills and knowledge on the management of pilot projects with awareness for public needs and inclusiveness are improved (* Inclusiveness for the project is defined as covering most needed people.)</p> <p>(Health sector) Skills and knowledge of SMOHs on the management of the pilot projects with awareness for public needs and inclusiveness are improved</p> <p>(Water & environmental sanitation sector) Skills and knowledge of SWCs on the management of pilot projects (rural water supply) are improved</p> <p>(Employment/skills development sector component) Skills and knowledge of the State Governments on the management of pilot projects in employment and skills development with awareness for public needs and inclusiveness are improved</p> <p>(Project Management) Skills and knowledge of SMOFs and Implementing agencies of pilot projects on monitoring and evaluation, and project financing with awareness for public needs and inclusiveness are improved</p>	<p>(Referred to PDMs of each component)</p>		
<p>Output 3 Operational framework of pilot projects is improved for public needs and inclusiveness (* Inclusiveness for the project is defined as covering most needed people.)</p> <p>(Health Sector) Operational procedure of pilot projects in SMOHs (supportive supervision and community mobilization) is improved for public needs and inclusiveness</p> <p>(Water & environmental sanitation sector) Operational procedure of pilot projects (rural water supply services) in SWCs is improved with consideration for public needs and inclusiveness</p> <p>(Employment/skills development sector component) Operational framework of pilot project in employment and skills development is improved for public needs and inclusiveness</p> <p>(Project Management) Operational procedure of monitoring and evaluation on pilot projects (including project financing) is improved for public needs and inclusiveness</p>	<p>(Referred to PDMs of each component)</p>		
<p>Activities (Referred to PDMs of each component)</p>	<p>Input (Referred to PDMs of each component)</p>		<p>KH-AD</p>

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Annex 1
Project for Human Resources Development for Darfur Phase II
Project Design Matrix (Health Component) (28th May 2014)

Project Period: January 2015 - December 2018

Target Group 1) People living in North Darfur state, South Darfur State, and West Darfur state
 Target Group 2) Staff of Ministries of Health (SMoHs) of North Darfur state, South Darfur State, and West Darfur state

Narrative Summary	Indicators	Verification Measures	Important Assumption
Super Goal Strengthening peace and stability of three Darfur states through improvement of quality of life of people in three Darfur States			
Overall Goal Public well-being is enhanced in three Darfur States (*Well-being is defined as conditions where public happiness, public trust and public services are fulfilled for the people.)	(Common Indicators among three sectors) o-1 Public happiness is increased o-2 Public trust on the government is promoted o-3 Satisfaction on public services is increased (Component-specific indicators) ho-1 Number of ANC provided by VMWs is increased in three Darfur states ho-2 Number of births attended by skilled-birth attendant (including VMWs) is increased in three Darfur states ho-3 Number of community referral is increased in three Darfur States ho-4 Healthy behavior (XXXXXXX etc.) is promoted in three Darfur states	Questionnaire survey/ focus group discussion Questionnaire survey/ focus group discussion Questionnaire survey/ focus group discussion Records/statistics of SMoHs Records/statistics of SMoHs Baseline survey/endpoint survey. Records/statistics of SMoHs Records/statistics of SMoHs	
Project Purpose 1) Community-based maternal and child health services considering public needs are inclusively provided in pilot project area 2) Institutional capacity of the State Ministry of Health (SMoHs) in the provision of community-based maternal and child health services is strengthened	(Common Indicators among three sectors) p-1. Selection process of the pilot areas become inclusive (include the most conflict-affected people and community, etc. into target groups with consideration for coexistence) p-2. Recognition of implementing agencies on public needs is improved (Contacts with community is increased, attitude of implementing agencies to community people become responsive from neglective, etc.) p-3. Capacity (to make the services efficient, transparent and peace promotion) of service providers perceived by stakeholders is improved (Component-specific Indicators) hp-1 Public satisfaction on selected health services is increased in pilot areas hp-2 Number of ANC provided by VMWs is increased in pilot areas hp-3 Number of births attended by skilled-birth attendant (including VMWs) is increased in pilot areas hp-4 Number of community referral is increased in pilot areas hp-5 Healthy behavior (XXXXXXX etc.) is promoted in pilot areas hp-6 Pilot Projects are repeatedly implemented as planned	360 degree survey with questionnaire Most Significant Change method 360 degree survey with questionnaire Most Significant Change method 360 degree survey with questionnaire Most Significant Change method Baseline survey/endpoint survey Records/statistics of SMoHs Records/statistics of SMoHs Baseline survey/endpoint survey. Records/statistics of SMoHs Survey Pilot Project Plan	
Output 1 Planning and coordination skills necessary to conduct pilot projects (community mobilization/Supportive supervision of VMW) in consideration of public needs and inclusiveness are improved	hop-1.1 Pilot Projects plan is prepared in consideration of public needs and inclusiveness hop-1.2 Overall annual plan of pilot projects is prepared every year and is reviewed more than X times a year	Project records	Policies of the Federal Ministry of Health and/or SMoHs regarding primary health care and maternal health care remain unchanged. Organization structure of State Government is not drastically changed.
Output 2 Skills and knowledge of SMoHs on the management of the pilot projects with awareness for public needs and inclusiveness are improved	hop-2.1 More than oo RH coordinators/HVs/AHVs/MA/SMOH(Health Promotion) receive technical training hop-2.2 More than oo VMWCHW/CHP receive training hop-2.3 Number of VMWs who receive regular supervision is increased (at least oo times a year) hop-2.4 Satisfaction of VMWs who receive supervision is increased hop-2.5 Community Health Committee organize meetings more than oo times a year hop-2.6 Community mobilization activities are implemented more than oo times a year hop-2.7 More than oo persons participate in the activity hop-2.8 Skills, knowledge and awareness of SMoHs staff are improved	Training records of SMoHs Supportive supervision record of SMoHs Training records of SMoHs Questionnaire survey/ Training evaluation report of SMoHs Health promotion activity records of SMoHs Health promotion activity records of SMoHs Health promotion activity records of SMoHs Interview with SMoH staff	 
Output 3 Operational procedure of pilot projects in SMoHs (supportive supervision and community mobilization) is improved for public needs and inclusiveness	hop-3.1 Good practice and lessons learned of pilot projects are compiled as a case manual in each state. hop-3.2 State Community mobilization strategy is developed in each state hop-3.3 Supportive supervision improvement plan is developed in each state	Developed case manual Developed state community mobilization strategy Developed supportive supervision improvement plan	  
Activities (Output 1) 1.1 Establish Pilot Project Management Team at SMoH 1.2 Select pilot areas in consultation with stakeholders including State Water Cooperation 1.3 Conduct baseline study and situational analysis of community health (especially on MCH) activities and VMW supportive supervision 1.4 Prepare and review Community Mobilization Action Plan for MCH with	Input [JICA side] 1. Experts 2. Necessary equipment 3. Trainings in Japan and third countries 4. Operational cost	[Sudanese side] 1. Assignment of counterpart ① Health Sector Project Director ② Health Sector Project Manager ③ Health Sector Pilot Project Management Team members 2. Securing space, facility and equipment for project ① SMoHs facility	

Annex 1

Community Health Committee and supportive supervision Implementation plan in discussion with stakeholders including FMOH

(Output 2)

- 2.1 Based on activity 1.3, identify the training needs.
- 2.2 Check the available training programs and existing guidelines and manuals and develop a training plan.
- 2.3 Conduct training courses for capacity development of SMOH personnel (TOT training for RH coordinator/HV/AHV on Supportive Supervision, ToT for SMOH on Health Promotion, training for Capacity development of health staff in Health Centers).

<Community mobilization>

- 2.4 Provide Community mobilization training (Training for CHW/MMW, Training for community health committees' core members).
- 2.5 Improve the functions of Community Health Committees in pilot areas in order to implement community mobilization activities (health education on MCH, community referral, etc)
- 2.6 Implement activities with Community Health Committee based on the Community Mobilization Action Plan

<Supportive supervision>

- 2.7 Conduct necessary trainings (In-service training for VMW etc).
- 2.8 Conduct supervision for VMWs by supervisors

<Management of pilot project>

- 2.9 Prepare activity reports of community mobilization and supportive supervision, and organize regular meeting.
- 2.10 Procure necessary equipment for management and PHC centers
- 2.11 Evaluate pilot projects

(Activities related to Output 3)

- 3.1 Develop a case manual of good practice of community mobilization and share it with other stakeholders
- 3.2 Review current supportive supervision system and develop the improvement plan
- 3.3 Develop state Community mobilization strategy

- ② Other equipment and materials necessary for trainings
- 3. Operational expenses to implement pilot activities (partly)
- 4. SMOH staff salary and allowance

Security situation does not worsening significantly



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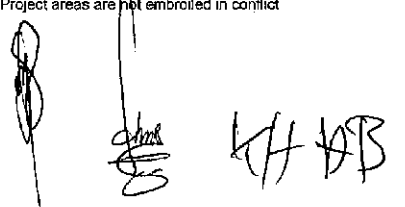
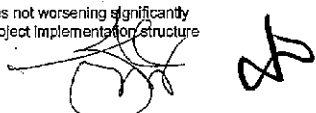
Annex 1

Project for Human Resources Development for Darfur Phase II

Project Design Matrix (Water & Environmental Sanitation Component) (28th May 2014)

Project Period: January 2015 - December 2018

Target Group 1) People living in North Darfur state, South Darfur State, and West Darfur state
 Target Group 2) Staff of State Water Corporations of North Darfur state, South Darfur State, and West Darfur state

Narrative Summary	Indicators	Means of Verification	Important Assumptions
<p>Super Goal Strengthening peace and stability of three Darfur states through improvement of quality of life of people in three Darfur States</p>			
<p>Overall Goal Public well-being is enhanced in three Darfur States (*Well-being is defined as conditions where public happiness, public trust and public services are fulfilled for the people.)</p>	<p>(Common Indicators among four components) o-1 Public happiness is increased o-2 Public trust on the government is promoted o-3 Satisfaction on public services is increased (Component-specific indicators) wo-1 Coverage of improved water supply is increased to 70% of the population in rural area of three Darfur states by 2020 (estimate from national target)</p>	<p>Questionnaire survey/ focus group discussion Questionnaire survey/ focus group discussion Questionnaire survey/ focus group discussion Records/statistics of SWCs</p>	
<p>Project Purpose 1) Water supply services considering public needs are inclusively provided in pilot projects area 2) Institutional capacity of State Water Cooperation (SWCs) in provision of rural water supply services is strengthened</p>	<p>(Common Indicators among four components) p-1. Selection process of the pilot areas become inclusive (include the most conflict-affected people and community, etc. into target groups with consideration for coexistence) p-2. Recognition of implementing agencies on public needs is improved (Contacts with community is increased, attitude of implementing agencies to community people become responsive from neglective, etc.) p-3. Capacity (to make the services efficient, transparent and peace promotion) of service providers perceived by stakeholders is improved (Component-specific indicators) wp-1 Public satisfaction on water supply service is increased in pilot areas wp-2 Access time to improved water is decreased 00% in pilot areas wp-3 Improved water consumption (liters/capita/day) is increased 00% in pilot areas wp-4 Pilot projects are implemented as planned</p>	<p>360 degree survey with questionnaire Most Significant Change method 360 degree survey with questionnaire Most Significant Change method 360 degree survey with questionnaire Most Significant Change method Baseline survey, endline survey Baseline survey, endline survey Baseline survey, endline survey SWCs records</p>	<p>1. State policies for water & environmental sanitation does not change drastically. 2. State government system does not change drastically 3. Population in pilot area does not increased drastically</p>
<p>Output 1 Planning and coordination skills necessary to conduct pilot projects (rural water supply services) in consideration of public needs and inclusiveness are improved</p>	<p>wop-1.1 All pilot projects are planned by each SWC</p>	<p>Pilot project plan Monthly report, quarterly report Discussion in Sector Meeting</p>	<p>1. There are no climate changes or disasters that affect the implementation of Pilot Project 2. Necessary budget, personnel, equipment, etc. are provided in a timely and appropriately 3. SWC's staff who completed training courses do not leave SWC</p>
<p>Output 2 Skills and knowledge of SWCs on the management of pilot projects (rural water supply) are improved</p>	<p>wop-2.1 More than 00 of SWCs staff receive training at DWST wop-2.2 More than 00 of SWCs staff receive training at SWCs wop-2.3 Skills, knowledge and awareness to public service in SWCs staff are improved wop-2.4 All pilot projects are supervised by each SWC</p>	<p>Training record of SWCs Training record of SWCs Questionnaire survey/ Training evaluation report</p>	
<p>Output 3 Operational procedure of pilot projects (rural water supply services) in SWCs is improved with consideration for public needs and inclusiveness</p>	<p>wop-3.1 Water yards of pilot areas managed by revised database wop-3.2 Water yard database is updated 00 times per year wop-3.4 Well rehabilitation manual (good practice guide) are developed wop-3.5 More than 00 site(s) of Pilot Project site(s) are properly monitored and evaluated</p>	<p>Water yard database of SWCs Water yard database of SWCs Equipment database of SWCs Revised guideline Revised guideline</p>	
<p>Activities (Output 1) 1.1 SWCs implement socio-economy survey of target communities 1.2 SWCs implement baseline survey of target water yards 1.3 SWCs coordinate and convene stakeholder workshop to select priority communities in order to conduct pilot projects 1.4 SWCs coordinate State Ministries of Health and related organization in order to conduct sanitary training for communities 1.5 SWCs together with communities develop the pilot project plan considering with public needs and inclusiveness (Output 2) 2.1 Confirming the training needs of SWC staff 2.2 Developing the training program 2.3 Implementing the technical training for SWC staff 2.4 SWCs implement technical training for locality staff 2.5 Implementing the management training for SWC's supervisors 2.6 SWCs rehabilitate water yards using the airlifting method 2.7 SWCs supervise the new water yard (model water yard) construction</p>	<p>Inputs [Japan side] 1. Experts 2. Necessary equipment 3. Trainings in Japan and third countries 4. Operational cost</p>	<p>[Sudan side] 1. Allocation of counterparts and administrative personnel ① Water & Environmental Sanitation Sector project director ② Water & Environmental Sanitation Sector project manager ③ Water & Environmental Sanitation Sector project team 2. Allocation of land, buildings and facilities ① Training facility in SWCs ② Other necessary facilities, equipment and materials for the administration of the Project 3. Partially cost of Pilot Project 4. Other (allowance and compensation)</p>	<p>1. Implementation structure for Pilot Project does not change drastically 2. Budget of SWCs does not drastically decrease. 3. Pilot Project areas are not embroiled in conflict  <Pre-Condition> 1. The economic situation does not worsen than that of Initiation period of project implementation. 2. Security situation does not worsening significantly 3. Each SWC set the project implementation structure </p>

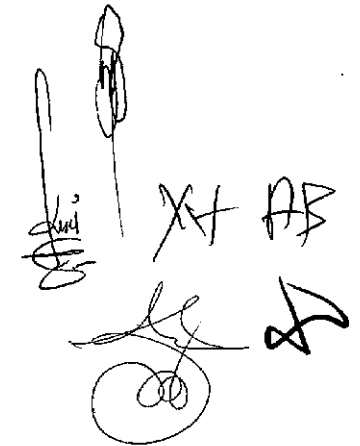
Annex 1

- 2.8 SWCs supervise construction work of distribution pipe expansion
- 2.9 SWCs conduct sanitary environment and O&M training related to water supply facility for community people
- 2.10 SWCs monitor and evaluate the training

(Output 3)

- 3.1 SWCs monitor and evaluate pilot project
- 3.2 SWCs implement endline survey of pilot project in cooperation with related organization
- 3.3 SWCs improve the data management system of pilot water yards
- 3.4 SWCs develop the well rehabilitation manual (good practice guide)

3. Budget for project at SWCs is secured




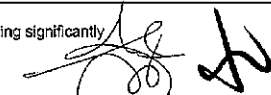
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Project for Human Resources Development for Darfur Phase II

Project Design Matrix (Employment/ Skills Development Component) (28th May 2014)



Project Period: January 2015 - December 2018

Target Group 1) People living in North Darfur state, South Darfur State, and West Darfur state
 Target Group 2) Staff of State Government of North Darfur state, South Darfur State, and West Darfur state

Narrative Summary	Indicators	Verification Measures	Important Assumption
Super Goal Strengthening peace and stability of three Darfur states through improvement of quality of life of people in three Darfur States			
Overall Goal Public well-being is enhanced in three Darfur States ("Well-being is defined as conditions where public happiness, public trust and public services are fulfilled for the people.")	(Common indicators among four components) o-1 Public happiness is increased o-2 Public trust on the government is promoted o-3 Satisfaction on public services is increased (Component specific indicators) jo-1 Diversified training program is available in three Darfur States jo-2 Number of training program implemented is increased in three Darfur States	Questionnaire survey/ focus group discussion Questionnaire survey/ focus group discussion Questionnaire survey/ focus group discussion Program implementation record of the training providers Program implementation record of the training providers	
Project Purpose 1) Employment/ Skills Development program considering public needs are inclusively provided in pilot projects area 2) Institutional capacity of the State Governments in provision of employment/ skills development program is strengthened	(Common indicators among four components) p-1. Selection process of the pilot areas become inclusive (include the most conflict-affected people and community, etc. into target groups with consideration for coexistence) p-2. Recognition of implementing agencies on public needs is improved (Contacts with community is increased, attitude of implementing agencies to community people become responsive from neglective, etc.) p-3. Capacity (to make the services efficient, transparent and peace promotion) of service providers perceived by stakeholders is improved (Component-specific indicators) jp-1 Public satisfaction on employment/ skills development program is increased in pilot areas jp-2 oo% of women who participated the integrated self-employment training provided as pilot project start their business jp-3 oo% of the apprentices who received training are hired and/or self-employed jp-4 Employment rate of the graduates of short-term training is increased by oo% jp-5. Pilot projects are implemented as planned jp-6. Vision and methodology of Employment and Entrepreneurship Promotion are recognized among stakeholders	360 degree survey with questionnaire Most Significant Change method 360 degree survey with questionnaire Most Significant Change method 360 degree survey with questionnaire Most Significant Change method Baseline survey, end line survey Baseline survey, end line survey Baseline survey, end line survey Baseline survey, end line survey Program implementation records Baseline survey, end line survey	
Output 1 Planning and coordination skills necessary to conduct pilot projects in employment and skills development in consideration of public needs and inclusiveness are improved	jop-1.1 Periodical meeting of the State Employment and Entrepreneurship Promotion Committee is conducted jop-1.2 State Strategic Plan for Employment and Entrepreneurship Promotion is developed jop-1.3 Pilot project plan documents are developed jop-1.4 Selection criteria is developed	Minutes of meetings State Strategic Plan for Employment and Entrepreneurship Development Pilot project plan documents Selection criteria documents	Federal government does not change policy for employment and vocational training significantly State government institutions do not change organizational structure largely State economy does not worsen badly Worsened security situation do not limit counterparts to participate trainings
Output 2 Skills and knowledge of the State Governments on the management of pilot projects in employment and skills development with awareness for public needs and inclusiveness are improved	jop-2.1 More than oo staff of State Ministry of Finance Department of Labor received training jop-2.2 More than oo staff of State Ministry of Education received training jop-2.3 More than oo staff of technical secondary school received training jop-2.4 Skills, knowledge and awareness of staff of SMOFs, SMOEs and technical secondary school are improved jop-2.5 More than oo women receive training jop-2.6 oo% of the training program participants are referred to microfinance institutions jop-2.7 Knowledge of women on entrepreneurship is improved jop-2.8 More than oo apprentices trainers and apprentices are trained jop-2.9 Knowledge of apprentices is improved jop-2.10 More than oo socially vulnerable people are trained jop-2.11 Knowledge of training participants is improved	Training implementation record Training implementation record Training implementation record Questionnaire survey/ Training evaluation report Training implementation record Program implementation record End of training questionnaires Training implementation record End of training questionnaires Program implementation/participants record End of training questionnaires	
Output 3 Operational framework of pilot project in employment and skills development is improved for public needs and inclusiveness	jop-3.1 Evaluation of effectiveness in pilot project trainings is conducted periodically jop-3.3 Guidelines, which include the content of public needs and inclusiveness of public services, for skills development/livelihood	Monitoring and evaluation report Guidelines for vocational training/livelihood improvement support	
Activities Activities for Output1 1.1 Organize employment and entrepreneurship promotion committee 1.2 Conduct periodical meeting of employment and entrepreneurship promotion committee	Input (Japan side) 1. Japanese Experts 2. Sudanese Experts 3. Necessary equipment	(Sudan side) 1. Allocation of C/P ① Project Director for Employment Sector ② Project Manager for Employment Sector	Precondition Security situation does not worsening significantly 

Annex 1

<p>1.3 Develop state employment and entrepreneurship promotion strategy 1.4 Plan pilot projects 1.5 Determine selection criteria for trainees</p> <p>Activities for Output 2</p> <p>2.1 Conduct needs analysis of the staff of State Ministry of Finance, department of labor issues 2.2 Conduct needs analysis of the staff of State Ministry of Education 2.3 Conduct needs analysis of the staff of Technical Secondary Schools 2.4 Develop training plan for staff of SMOF department of labor issue, SMOE and TSSs 2.5 Implement staff training for SMOF department of labor issue, SMOE, and TSSs according to the plan 2.6 Evaluate the effectiveness of trainings</p> <p>(Integrated self-employment training for women)</p> <p>2.7 Conduct labor market survey for women's self-employment 2.8 Develop integrated training program for women's self-employment 2.9 Select program implementers 2.10 Implement integrated program 2.11 Conduct tracer study of the training participants 2.12 Conduct self-evaluation by the training implementers</p> <p>(Human resource development support for micro enterprises)</p> <p>2.13 Conduct situation survey for apprentices training 2.14 Conduct training for apprentices' trainers 2.15 Conduct training for apprentices 2.16 Conduct monitoring and evaluation of these trainings</p> <p>(Short-term training for socially vulnerable people at TSSs)</p> <p>2.17 Conduct labor needs survey 2.18 Develop curriculum and teaching materials 2.19 Implement short-term training including industrial attachment and career guidance 2.20 Conduct monitoring and evaluation</p> <p>Activities for Output 3</p> <p>3.1 Evaluate effectiveness of pilot project trainings 3.2 Develop guidelines of skills development and livelihood improvement</p>	<p>4. Trainings in Japan and third countries 5. Operational cost</p>	<p>③Project Implementation Team Members for Employment Sector</p> <p>2. Project activity place, facilities and equipment ①Facilities of SMOF and SMOE in each state ②Necessary equipment for trainings</p> <p>3. Pilot project operation cost (partial share) 4. Others, such as salary and allowances</p>
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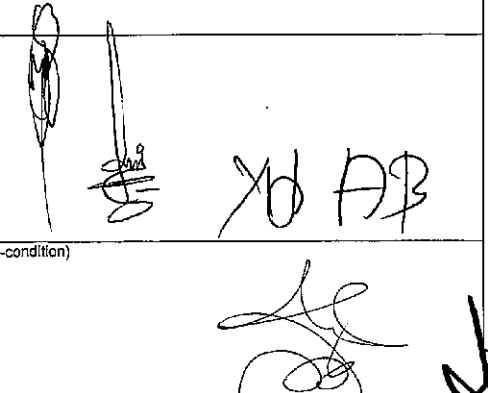
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Project for Human Resources Development for Darfur Phase II

Project Design Matrix (Project Management Component) (28th May 2014)

Project Period: January 2015 - December 2018

Target Group 1) People living in North Darfur state, South Darfur State, and West Darfur state
Target Group 2) Staff of State Government of North Darfur state, South Darfur State, and West Darfur state

Narrative Summary	Indicators	Verification Measures	Important Assumption
Super Goal Strengthening peace and stability of three Darfur states through improvement of quality of life of people in three Darfur States			
Overall Goal Public well-being is enhanced in three Darfur States ("Well-being is defined as conditions where public happiness, public trust and public services are fulfilled for the people.")	(Common indicators among four components) o-1 Public happiness is increased o-2 Public trust on the government is promoted o-3 Satisfaction on public services is increased (Component-specific indicators) pmo-1 Information of public services open to public is increased	Questionnaire survey/ focus group discussion Questionnaire survey/ focus group discussion Questionnaire survey/ focus group discussion Record of SMOFs and implementing agencies	
Project Purpose Institutional capacity of project management (monitoring and evaluation, and project financing) of State Ministries of Finance (SMoFs) and implementing agencies of pilot projects is strengthened	(Common indicators among four components) p-1. Selection process of the pilot areas become inclusive (include the most conflict-affected people and community, etc. into target groups with consideration for coexistence) p-2. Recognition of implementing agencies on public needs is improved (contacts with community is increased, attitude of implementing agencies to community people become responsive from neglective, etc.) p-3. Capacity (to make the services efficient, transparent and peace promotion) of service providers perceived by stakeholders is improved (Specific indicators) pmp-1 More than 00% of submitted monthly reports are accurate (data for indicators are provided without misunderstandings nor missing) pmp-2 More than 00% of submitted quarterly reports are accurate (judgment on relevance, progress, effectiveness of the pilot projects are provided without misconception, recommendation from SMOFs to implementing agencies become relevant or practical for pilot projects) pmp-3 SMOFs conduct monitoring and evaluation on more than three projects pmp-4 Proportions of total operational cost for the pilot activities burden by SMOFs are increased	360 degree survey with questionnaire Most Significant Change method 360 degree survey with questionnaire Most Significant Change method 360 degree survey with questionnaire Most Significant Change method" Monthly reports submitted by implementing agencies Quarterly monitoring and evaluation sheets filled by SMOFs Monitoring and evaluation record of SMOFs Project accounts	
Output 1 Planning and coordination skills necessary to conduct monitoring and evaluation on the pilot projects (including project financing) in consideration of public needs and inclusiveness	pmpo-1.1 Monitoring and evaluation plan is developed pmpo-1.2 Monitoring and evaluation plan includes the activities and/or tools to monitor public needs and inclusiveness	Monitoring and evaluation plan Monitoring and evaluation plan	
Output 2 Skills and knowledge of SMOFs and implementing agencies of pilot projects on monitoring and evaluation, and project financing with awareness for public needs and inclusiveness are improved	pmpo-2.1 More than 00 staff of SMOFs and implementing agencies receive the training on monitoring and evaluation and project financing pmpo-2.2 More than 00% of monthly reports are submitted to SMOFs from implementing agencies pmpo-2.3 Skills, knowledge and awareness of SMOFs and implementing agencies are improved pmpo-2.4 More than 00% of quarterly monitoring and evaluation sheet are feed backed to implementing agencies from SMOFs	Training record Training record Training record Monthly reports submitted by implementing agencies	
Output 3 Operational procedure of monitoring and evaluation on pilot projects (including project financing) is improved for public needs and inclusiveness	pmpo-3.1 Manual of monitoring and evaluation is developed pmpo-3.2 Manuals includes the content of public needs and inclusiveness	Manual of monitoring and evaluation Manual of monitoring and evaluation	
Activities (Activities for output 1) 1.1 State Project Management Committee is formed. 1.2 Monitoring and evaluation plan is developed by the committee. (Activities for output 2) 2.1 Training programs on monitoring and evaluation and on project financing are developed by JICA expert 2.2 Trainings on monitoring and evaluation, and project financing are provided for SMOFs and implementing agencies of pilot project on monitoring and evaluation, and project financing 2.3 SMOFs conducts monitoring on the pilot activities through monthly report from implementing agencies. 2.4 SMOFs conducts site visits on pilot activities. 2.5 SMOFs conducts evaluation survey. (Activities for output 3) 3.1 Monitoring and evaluation activities of SMOFs and implementing agencies of pilot projects is reviewed	Input [Japan side] 1. Japanese experts 2. Sudanese experts 3. Equipment 4. Training in Japan/ Training in third country 5. Operation cost	[Sudan side] 1. Allocation of counter parts 2. Land and facilities for project activities 3. Operation cost of monitoring and evaluation activities on pilot activities 4. Salaries, allowance for state staff	 (pre-condition)

Annex 1

3.2 Draft manual of monitoring and evaluation, is developed by SMOFs and implementing agencies of pilot project
3.3 Manual of monitoring and evaluation is reviewed by stakeholders
3.4 Manual of monitoring and evaluation is finalized

投入スケジュール / 全体要員計画表

Dated 26 May, 2014

Project Title: Project for Human Resources Development for Darfur Phase II

Monitoring

Inputs	Plan	1st Year				2nd Year				3rd Year				4th Year				Remarks	Issue	Solution
		Actual	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III			
Expert																				
1 Project Leader	Plan																			
	Actual																			
2 Coordinator	Plan																			
	Actual																			
3 Procurement	Plan																			
	Actual																			
4 Maternal and Child Health	Plan																			
	Actual																			
5 Community Mobilization	Plan																			
	Actual																			
6 Water Supply Management	Plan																			
	Actual																			
7 Water Supply Facilities	Plan																			
	Actual																			
8 Training/ Skills Development	Plan																			
	Actual																			
9 Entrepreneurship / Business Management	Plan																			
	Actual																			
10 Monitoring and Evaluation	Plan																			
	Actual																			
Equipment																				
	Plan																			
	Actual																			
	Plan																			
	Actual																			
Training in Japan																				
	Plan																			
	Actual																			
In-country/Third country Training																				
	Plan																			
	Actual																			

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Health Component Activities	Plan	1st Year				2nd Year				3rd Year				4th Year				Responsible Organization		Achievements	Issue & Countermeasures		
		Actual	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	Japan			Sudan	
Output 1: Planning and coordination skills necessary to conduct pilot projects (community mobilization/supportive supervision of VMW) in consideration of public needs and inclusiveness are improved																							
1.1 Establish Pilot Project Management Team at SMOH	Plan																						
	Actual																						
1.2 Select pilot areas in consultation with stakeholders including State Water Cooperation.	Plan																						
	Actual																						
1.3 Conduct baseline study and situational analysis of community health activities and VMW supportive supervision.	Plan																						
	Actual																						
1.4 Prepare and review Community Mobilization Action Plan for MCH and supportive supervision implementation plan	Plan																						
	Actual																						
Output 2: Skills and knowledge of SMOHs on the management of the pilot projects with awareness for public needs and inclusiveness are improved																							
2.1 Identify training needs based on activity 1.3	Plan																						
	Actual																						
2.2 Check the available training programs and existing guidelines and manuals and develop a training plan	Plan																						
	Actual																						
2.3 Conduct training courses for capacity development of SMOH personnel	Plan																						
	Actual																						
2.4 Provide Community mobilization training	Plan																						
	Actual																						
2.5 Improve the functions of Pilot Community Health Committees in pilot areas	Plan																						
	Actual																						
2.6 Implement activities with Community Health Committee	Plan																						
	Actual																						
2.7 Conduct necessary trainings (In-service training for VMW etc.)	Plan																						
	Actual																						
2.8 Conduct supervision for VMWs by supervisors	Plan																						
	Actual																						
2.9 Prepare activity reports of community mobilization and supportive supervision and organize regular meeting	Plan																						
	Actual																						
2.10 Procure necessary equipment for management and PHC centers	Plan																						
	Actual																						
2.11 SMOH Pilot Project Management Team evaluates pilot activities	Plan																						
	Actual																						

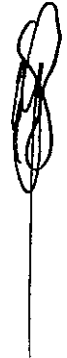
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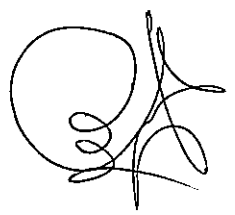
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Output 3: Operation system of SMOHs is improved for public needs and inclusiveness													
3.1 Develop a case manual of good practice of health promotion and shares it with other stakeholders									Plan				
									Actual				
3.2 Review current supportive supervision system and develop the improvement plan									Plan				
									Actual				
3.3 Develop state health promotion strategy									Plan				
									Actual				

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Water and Environmental Sanitation Component Activities	Plan	1st Year				2nd Year				3rd Year				4th Year				Responsible Organization		Achievements	Issue & Countermeasures				
		Sub-Activities		Actual	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III			IV	Japan	Sudan	
		Output 1: Planning and coordination skills necessary to conduct pilot projects (rural water supply services) in consideration of public needs and inclusiveness are improved																							
1.1 SWCs implement socio-economy survey of target communities	Plan																								
	Actual																								
1.2 SWCs implement baseline survey of target water yards	Plan																								
	Actual																								
1.3 SWCs coordinate and convene stakeholder workshop to select priority communities in order to conduct pilot projects	Plan																								
	Actual																								
1.4 SWCs coordinate Ministry of Health and related organization in order to conduct sanitary training for communities	Plan																								
	Actual																								
1.5 SWCs together with communities develop the pilot project plan considering with public needs and inclusiveness	Plan																								
	Actual																								
Output 2: Skills and knowledge of SWCs on the management of pilot projects (rural water supply) inclusiveness are improved																									
2.1 Confirming the training needs of SWC staff	Plan																								
	Actual																								
2.2 Developing the training program	Plan																								
	Actual																								
2.3 Implementing the training for SWC staff	Plan																								
	Actual																								
2.4 SWCs implement technical training for locality staff	Plan																								
	Actual																								
2.5 Implementing the management training for SWC's supervisors	Plan																								
	Actual																								
2.6 SWCs rehabilitate water yards by using the airlifting method	Plan																								
	Actual																								
2.7 SWC supervise the new water yard(model water yard) construction	Plan																								
	Actual																								
2.8 SWCs supervise construction work of distribution pipe expansion	Plan																								
	Actual																								
2.9 SWCs conduct sanitary environment and O&M training related to water supply facility for community people	Plan																								
	Actual																								
2.10 SWCs monitor and evaluate the training	Plan																								
	Actual																								




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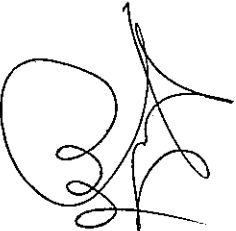

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Output 3: Operational procedure of pilot projects (rural water supply services) in SWCs is improved with consideration for public needs and inclusiveness													
3.1 SWCs monitor and evaluate pilot project									Plan				
									Actual				
3.2 SWCs implement endline survey of Pilot Project in cooperation with related organization									Plan				
									Actual				
3.3 SWCs improve the data management system of pilot water yards									Plan				
									Actual				
3.4 SWCs develop the well rehabilitation manual (good practice guide)									Plan				
									Actual				

Employment / Skills Development Component Activities	Plan	1st Year				2nd Year				3rd Year				4th Year				Responsible Organization		Achievements	Issue & Countermeasures
		Actual	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	Japan		
Output 1: Planning and coordination skills necessary to conduct pilot projects in employment and skills development in consideration of public needs and inclusiveness are improved																					
1.1 Organize employment and entrepreneurship promotion committee	Plan																				
	Actual																				
1.2 Conduct periodical meeting of employment and entrepreneurship promotion committee	Plan																				
	Actual																				
1.3 Develop state employment and entrepreneurship promotion strategy	Plan																				
	Actual																				
1.4 Plan pilot projects	Plan																				
	Actual																				
1.5 Determine selection criteria for trainees	Plan																				
	Actual																				
Output 2: Skills and knowledge of the State Governments on the management of pilot projects in employment and skills development with awareness for public needs and inclusiveness are improved																					
2.1 Conduct training needs analysis of State Ministry of Finance, department of labor issues	Plan																				
	Actual																				
2.2 Conduct needs analysis of the staff of State Ministry of Education	Plan																				
	Actual																				
2.3 Conduct needs analysis of the staff of Technical Secondary Schools	Plan																				
	Actual																				
2.4 Develop training plan of SMOF department of labor issues, SMOE, and TSSs	Plan																				
	Actual																				
2.5 Implement staff training for SMOF department of labor issues, SMOE, and TSSs according to the plan	Plan																				
	Actual																				
2.6 Evaluate the effectiveness of trainings	Plan																				
	Actual																				
(PP1: Conduct integrated self-employment training for women)																					
2.7 Conduct market survey for women's self-employment	Plan																				
	Actual																				
2.8 Develop integrated training program for women's self-employment	Plan																				
	Actual																				
2.9 Select program implementers	Plan																				
	Actual																				
2.10 Implement integrated program	Plan																				
	Actual																				

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Project Management Component Activities	Plan	1st Year				2nd Year				3rd Year				4th Year				Responsible Organization		Achievements	Issue & Countermeasures
		Actual	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	Japan		
Output 1: Planning and coordination skills necessary to conduct monitoring and evaluation on the pilot activities in consideration of public needs and inclusiveness																					
1.1 Ministries of Finance and implementing agencies develop plan of monitoring and evaluation	Plan																				
	Actual																				
1.2 State Project Management Committee is formed	Plan																				
	Actual																				
Output 2: Skills and knowledge of SMOFs and implementing agencies of pilot projects on project management with awareness for public needs and inclusiveness are improved																					
2.1 Training program on monitoring and evaluation is developed by JICA expert	Plan																				
	Actual																				
2.2 Training is provided for Ministries of Finance and implementing agencies of pilot project	Plan																				
	Actual																				
2.3 State Ministries of Finance conducts monitoring on the pilot activities through monthly report from implementing agencies	Plan																				
	Actual																				
2.4 State Ministries of Finance conducts site visits on pilot activities	Plan																				
	Actual																				
2.5 State Ministries of Finance conducts evaluation survey.	Plan																				
	Actual																				
Output 3: Operational procedure of project management on pilot projects is improved for public needs and inclusiveness																					
3.1 Monitoring and evaluation activities of Ministries of finance and implementing agencies of pilot projects are reviewed.	Plan																				
	Actual																				
3.2 Draft manual of monitoring and evaluation is developed by Ministries of Finance and implementing agencies of pilot project	Plan																				
	Actual																				
3.3 Manual of monitoring and evaluation is reviewed by stakeholders	Plan																				
	Actual																				
3.4 Manual of monitoring and evaluation is finalized	Plan																				
	Actual																				

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Duration / Phasing		Plan	Actual																		
Monitoring Plan		Plan	1st Year				1st Year				3rd Year				4th Year				Remarks	Issue	Solution
		Actual	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
Monitoring																					
Set up (or review) the detailed Plan of Operation		Plan																			
		Actual																			
Submission of monthly report from implementing agencies of each state		Plan																			
		Actual																			
Submission of quarterly monitoring and evaluation report from Ministries of Finance of each state		Plan																			
		Actual																			
Submission of annual report from Ministries of Finance		Plan																			
		Actual																			
Sector Technical Committee Meeting		Plan																			
		Actual																			
State Project Management Committee Meeting		Plan																			
		Actual																			
Joint Coordinating Committee Meeting		Plan																			
		Actual																			
Monitoring Mission from Japan		Plan																			
		Actual																			
Reports/Documents																					
Inception Report		Plan																			
		Actual																			
Progress Report		Plan																			
		Actual																			
Project Completion Report		Plan																			
		Actual																			
Public Relations																					
Issue of newsletter		Plan																			
		Actual																			
Campaign activities for Peace in Darfur		Plan																			
		Actual																			

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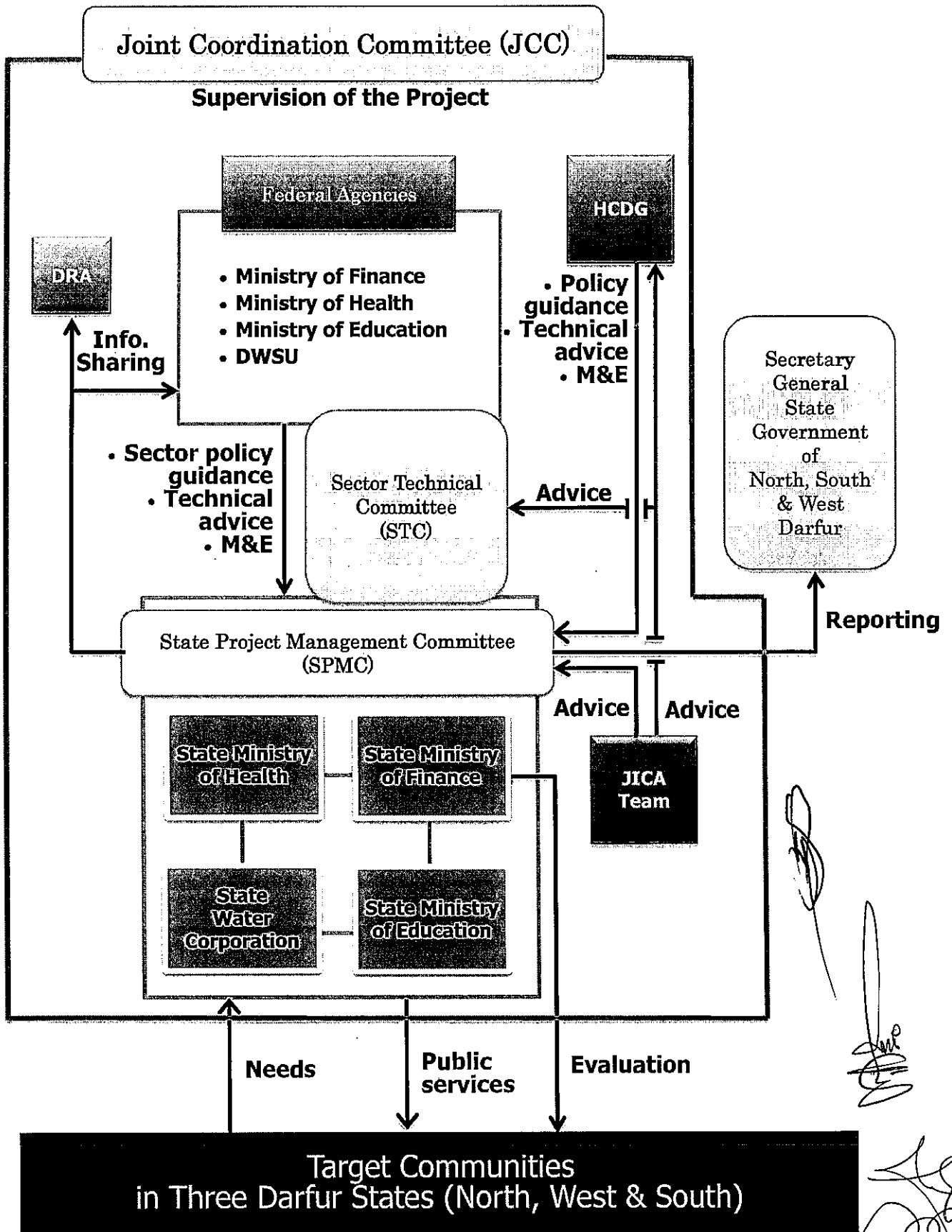
Project for Human Resources Development for Darfur Phase II

Super Goal		
Promoting peace and stability of three Darfur states through improvement of quality of life of people in three Darfur States		
Overall Goal		
Public well-being is enhanced in three Darfur States		
Project Purpose		
1) Public services considering public needs are inclusively provided in pilot projects area	2) Institutional capacity (planning, implementation, monitoring and evaluation) of the State Governments in the provision of public services is strengthened	
Outputs		
#1 Planning and coordination skills necessary to conduct pilot projects in consideration of public needs and inclusiveness are improved	#2 Skills and knowledge on the management of pilot projects with awareness for public needs and inclusiveness are improved	#3 Operational framework of pilot projects is improved for public needs and inclusiveness
* Inclusiveness for the Project is defined as covering most needed people.		
Activities		
Output #1	Output #2	Output #3
Health		
Baseline survey, Development of pilot project plan in consideration of public needs and inclusiveness	Training for RH coordinator, HV/AHV, SMOH Health Promotion personnel and PHCC health cadres, VMW in-service training, Trainings for community mobilization, Conduct community mobilization(health education, community referral, etc) and Supportive Supervision of VMWs	Development of Community mobilization case manual of good practices, state strategy on community mobilization, and VMW Supportive Supervision Improvement Plan
Water		
Socio-economy survey, Baseline survey, Development of the pilot project plan considering with public needs and inclusiveness	Technical training for locality staff, Management training for SWC's supervisors, Rehabilitation of water yards, Model water yard construction, Distribution pipe extension	Improvement of the data management system of pilot water yards, Endline survey of pilot project, Developing the well rehabilitation manual (good practice guide)
Employment/ Skills Development		
Establish committee for employment and entrepreneurship promotion, Develop strategy for employment and entrepreneurship promotion, Develop pilot project plan, Determine trainee selection criteria	Training for staff of SMOF department of labor issues, SMOE, and TSSs, Conduct self-employment training for women, Implement HRD support for micro enterprises training, Conduct short-term training for socially vulnerable people at TSSs	Evaluate effectiveness of pilot project trainings, Develop guidelines of skills development and livelihood improvement
Project Management		
State Project Mangement Committee, monitoring and evaluation plan	Training for HCDG, SMOF and implementing agencies on monitoring and evaluation, and project financing	Review of monitoring and evaluation, manual of monitoring evaluation

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Annex IV

Implementation Structure of the Project



Annex V

DETAILS OF THE JOINT COORDINATION COMMITTEE, STATE MANAGEMENT COMMITTEE AND SECTOR TECHNICAL COMMITTEE

1. (Tentative) Joint Coordination Committee

1) Function

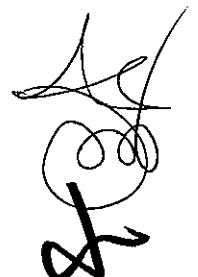
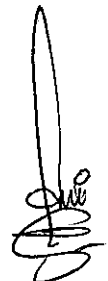
Joint Coordinating Committee (JCC), composed of members listed in 2 below, will meet at least once in every six (6) months and whenever the necessity arises during the Project for the following purposes.

- a) To monitor the overall progress and the achievements of the Project
- b) To review measures taken by JICA on
 - i. Dispatch of Japanese experts
 - ii. Acceptance of counterpart personnel in Japan or third country for training
 - iii. Utilization and administration of machinery and equipment procured by the Project
- c) To make recommendations to the Government of Republic of Sudan on:
 - i. Budgetary matters
 - ii. Recruitment and appointment of counterpart personnel
 - iii. Selection and effective utilization of machinery and equipment
- d) To make decisions and recommendations relevant to the overall strategy and management of the Project.

2) Committee Composition

- a) Chair person
General Rapporteur, HCDG
- b) Members
Representative of Higher Council for Decentralized Governance
Representative of State Ministries of Finance
Representative of State Ministries of Health
Representatives of State Water Cooperation
Representative of State Ministries of Education
Representative of State Employment and Entrepreneurship Promotion Committees
Representatives of JICA Sudan Office
Japanese experts for the project
- c) Observers
Representative of Federal Ministry of Finance and National Economy
Representative of Federal Ministry of Health

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Representative of Drinking Water and Sanitation Unit
Representative of Federal Ministry of General Education
Representative of National Council for Technical and Technological Education
Representative of Supreme Council for Vocational Training and Apprenticeship
Representative of Darfur Regional Authority
Representative of Embassy of Japan
Representatives of Other Development Partners
Others appointed by the Chairman

- d) Japan Desk/ Secretariat of the Committee
Higher Council for Decentralized Governance will assign appropriate number of staffs as Secretariat of the Committee. The Secretariat will coordinate matters pertaining to the administration of the Committee.

2. (Tentative) State Project Management Committee

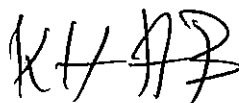
1) Function

State Project Management Committee (SPMC), composing of members listed in 2 below, will meet at least once in every three (3) months and whenever the necessity arises during the Project for the following purposes.

- a) To review the progress of the Project in each state
- b) To exchange opinion on major issues that arise during the implementation of the Project, and take steps necessary to resolve issues
- c) To report the results of the discussion to Secretary Generals.

2) Committee Composition

- a) Chair person
Director General of State Ministry of Finance
- b) Members
Representative of State Ministry of Health
Representative of State Water Corporation
Representative of State Ministry of Education
Representative of State Employment and Entrepreneurship Promotion Committees
- c) Secretariat of the Committee
State Ministry of Finance will assign appropriate number of staffs as Secretariat of the Committee. The Secretariat will coordinate matters pertaining to the administration of the Committee.



3. (Tentative) Sector Technical Committee (STC)

1) Function

Sector Technical Committee (STC), composing of members listed in 2) below, will meet at least once in every three (3) months and whenever the necessity arises during the Project for the following purposes.

- a) To technically review the progress of the pilot project plan of each State
- b) To discuss on annual action plan for pilot project of each State with advices of other members
- c) To share lessons learned, good practices and updated information


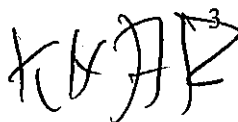
2) Committee Composition

2-1) Sector Technical Committee Composition (Health Sector)

- a) Chairperson
Person nominated by the member Ministries of Health
- b) Members
Representative of Federal Ministry of Health
Representatives of State Ministry of Health of North Darfur State
Representatives of State Ministry of Health of South Darfur State
Representatives of State Ministry of Health of West Darfur State
Others appointed by the Chairperson
- c) Secretariat of the Committee
Chairperson will assign appropriate number of staffs as Secretariat of the Committee. The Secretariat will coordinate matters pertaining to the administration of the Committee.

2-2) Sector Technical Committee Composition (Water and Environment Sanitation Sector)

- a) Chair person
Person nominated by the member State Water Cooperation
- b) Members
Representative of State Water Cooperation of North Darfur State
Representative of State Water Cooperation of South Darfur State
Representative of State Water Cooperation of West Darfur State
Representative of Drinking Water and Sanitation Unit
Others appointed by the Chairperson
- c) Secretariat of the Committee
Chairperson will assign appropriate number of staffs as Secretariat of the Committee. The Secretariat will coordinate matters pertaining to the administration of the Committee.



2-3) Sector Technical Committee Composition (Employment/ Skills Development)

a) Chair person

Person nominated by the member State Ministries of Education

b) Members

Representative of Federal Ministry of General Education

Representative of Supreme Council for Vocational Training and Apprenticeship

Representative of National Council for Technical and Technological Education

Representative of State Ministry of Education of North Darfur State

Representative of State Ministry of Education of South Darfur State

Representative of State Ministry of Education of West Darfur State

Representative of State Ministry of Finance

Representative of State Employment and Entrepreneurship Promotion Committee

Representative of Technical Secondary School

Others appointed by the Chairperson

c) Secretariat of the Committee

Chairperson will assign appropriate number of staffs as Secretariat of the Committee. The Secretariat will coordinate matters pertaining to the administration of the Committee.

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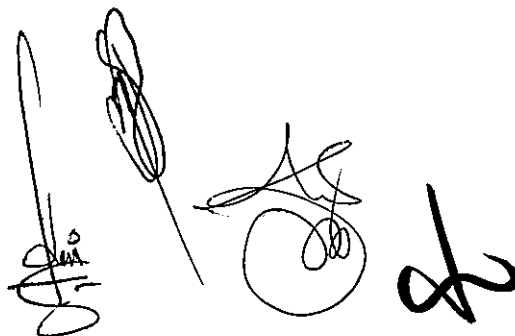
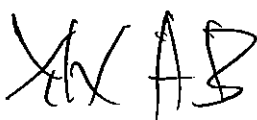
Annex VI

Draft
RECORD OF DISCUSSIONS
ON
THE PROJECT FOR
HUMAN RESOURCES DEVELOPMENT FOR DARFUR PHASE II
IN
THE REPUBLIC OF THE SUDAN
AGREED UPON BETWEEN
HIGHER COUNCIL FOR DECENTRALIZED GOVERNANCE
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

Khartoum, xx August, 2014

Mr. Seiichi Koike
Chief Representative,
JICA Sudan Office,
Japan International Cooperation
Agency,
Japan

Mr. Siddig Jomaa Bab Elkheir
General Rapportuer ,
Higher Council for Decentralized
Governance,
The Republic of the Sudan



Based on the minutes of meetings on the Detailed Planning Survey on the Project for Human Resources Development for Darfur Phase II (hereinafter referred to as "the Project") signed on 28th May, 2014 between Higher Council for Decentralized Governance (hereinafter referred to as "HCDG") and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with HCDG and relevant organizations to develop a detailed plan of the Project.

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1 and the Appendix 2 respectively.

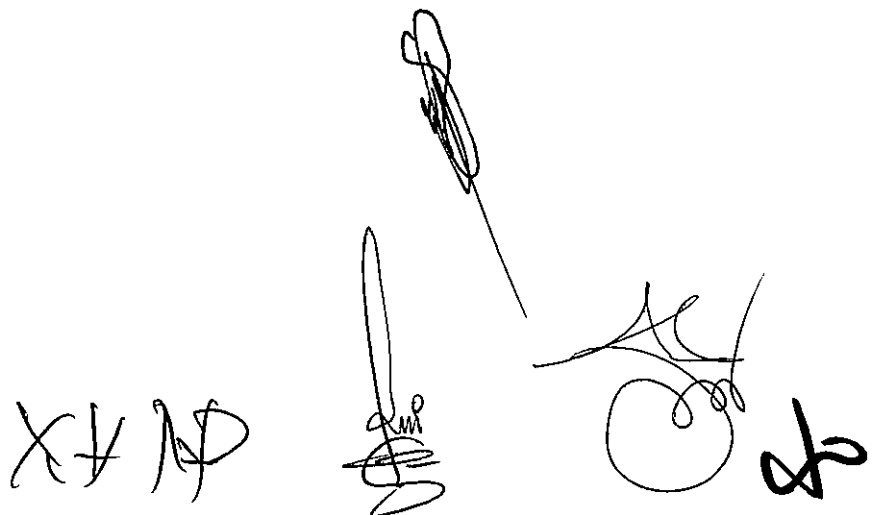
Both parties also agreed that HCDG will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of the Republic of the Sudan.

The Project will be implemented within the framework of the Note Verbales to be exchanged between the Government of Japan (hereinafter referred to as "GOJ") and the Republic of the Sudan (hereinafter referred to as "GOS").

Appendix 1: Project Description

Appendix 2: Main Points Discussed

Appendix 3: Minutes of Meetings on the detailed planning survey on the Project for Human Resources Development for Darfur Phase II



The bottom of the page features several handwritten signatures and initials. On the left, there are the initials 'XV AD'. In the center, there is a signature that appears to be 'SMP' with a large flourish underneath. To the right, there is a signature that looks like 'AC' with a large flourish underneath, and another signature that looks like 'JP' to its right. A long, thin line extends from the top signature down towards the 'AC' signature.

PROJECT DESCRIPTION

Both parties confirmed that there is no change in the Project Description agreed on in the minutes of meetings on the concerning Detailed Planning Survey on the Project signed on 28th May, 2014 (Appendix 3).

I. BACKGROUND

People in Darfur region of the Republic of Sudan (hereinafter referred to as "Sudan") have been affected by conflict situation and underdevelopment. It has caused deterioration of quality life including limitation of socio-economic activities of people in Darfur.

Under this situation, JICA implemented the Technical Cooperation named project for the "Human Resources Development for Darfur and Three Protocol Areas (Phase I)" (hereinafter referred to as "Phase I") from June 2009 to May 2013. In Phase I, it was focused on cooperation and development of the capacity of service providers in health, water and vocational training that were most relevant sector to the life and poverty in Darfur region. To achieve the project purpose of the Phase I, JICA conducted various activities such as provision of equipment, implementation of pilot activities in each sector and state, and training of trainers in Khartoum. As a result, Phase I had attained capacity building of individuals of service providers in each sector to some extent.

However, some important issues for impact and sustainability of organizational activities of the each State Government were untouched in Phase I. For instance, organizational development, institutionalization of activities, strengthening of management skills and reflection to people's needs, etc. have still remained as essential problems for provision of quality public services to people in Darfur region. These issues were also pointed out in the result of the Terminal Evaluation of the Phase I.

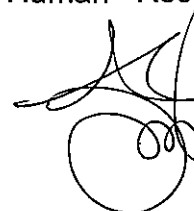
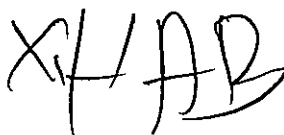
Based on these needs and issues in Darfur, the Government of Sudan requested to the Government of Japan to implement the Technical Cooperation Project for "Human Resources Development for Darfur Phase II" (hereinafter referred to as "Phase II").

II. OUTLINE OF THE PROJECT

Details of the Project are described in the Logical Framework (Project Design Matrix: PDM) (Annex I) and the tentative Plan of Operation (Annex II).

1. Title of the Project

The title of the Project is "The Project for Human Resources Development for Darfur Phase II."



2. Input

(1) Input by JICA

(a) Dispatch of Experts

- Chief Advisor
- Maternal and Child Health
- Water Supply
- Training / Skills Development
- Equipment

(b) Training

- Counterpart Training in Japan and Sudan

(c) Machinery and Equipment

In case of importation, the machinery, equipment and other materials under II-2 (1) (c) above will become the property of the GOS upon being delivered C.I.F. (cost, insurance and freight) to the Sudanese authorities concerned at the ports and/or airports of disembarkation.

(2) Input by the Sudanese side

The Sudanese side will take necessary measures to provide at its own expense:

- (a) Allocation of counterpart personnel and administrative personnel as referred to in II-3 below;
- (b) Suitable office space with necessary equipment;
- (c) Information as well as support in obtaining suitable furnished accommodation for the JICA experts and their families;
- (d) Information as well as support in obtaining medical service for the JICA experts;
- (e) Support for obtaining official resident permit;
- (f) Available data (including maps and photographs) and information related to the Project
- (g) Running expenses necessary for the implementation of the Project;
- (h) Expenses necessary for the installation, operation and maintenance of the equipment referred to in II-2 (1) thereof; and
- (i) Necessary facilities to the JICA experts for the remittance as well as utilization of the funds introduced into Sudan from Japan in connection with the implementation of the Project

3. Implementation Structure

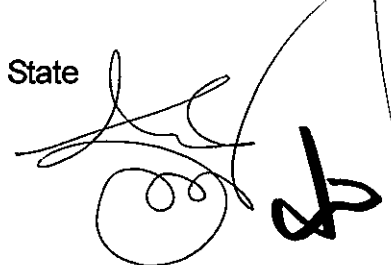
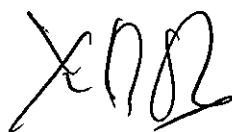
The implementation structure is given in the Annex III. The roles and assignments of relevant organizations are as follows:

(1) HCDG

Project Director

- Project Director will be responsible for overall administration and implementation of the Project.

(2) Secretary General, State Government, North Darfur State Project General Manager



- Project General Manger will be responsible for overall administration and implementation of the Project in North Darfur State.
- (3) Secretary General, State Government, South Darfur State
Project General Manager
- Project General Manger will be responsible for overall administration and implementation of the Project in South Darfur State.
- (4) Secretary General, State Government, West Darfur State
Project General Manager
- Project General Manger will be responsible for overall administration and implementation of the Project in West Darfur State.
- (5) Director General, State Ministry of Finance, North Darfur State
Project Manager
- Project Director will be responsible for overall administration and implementation of the Project in North Darfur State.
- (6) Director General, State Ministry of Finance, South Darfur State
Project Manager
- Project Director will be responsible for overall administration and implementation of the Project in South Darfur State.
- (7) Director General, State Ministry of Finance, West Darfur State
Project Manager
- Project Director will be responsible for overall administration and implementation of the Project in West Darfur State.
- (8) JICA Experts
- The JICA experts will give necessary technical guidance, advice and recommendations to the GOS on any matters pertaining to the implementation of the Project.
- (9) Joint Coordinating Committee
Joint Coordinating Committee (hereinafter referred to as "JCC") will be established in order to facilitate inter-organizational coordination. JCC will be held at least once a year and whenever deems it necessary. JCC will to monitor the overall progress and the achievements of the Project; to review measures taken by JICA on Dispatch of Japanese experts, acceptance of counterpart personnel in Japan or third country for training, and utilization and administration of machinery and equipment procured by the Project; to make recommendations to the Government of Republic of Sudan on budgetary matters, recruitment and appointment of counterpart personnel, and selection and effective utilization of machinery and equipment; and to make decisions and recommendations relevant to the overall strategy and management of the Project. A list of proposed members of JCC is shown in the Annex IV.

4. Project Site(s) and Beneficiaries

Project site: North, South and West Darfur states

Beneficiaries:

The image shows several handwritten signatures and initials in black ink. From left to right, there are: a signature that appears to be 'AF' followed by 'AL'; a signature that looks like 'S'; a signature that looks like 'H'; a signature that looks like 'D'; and a signature that looks like 'W'. There is also a vertical signature on the far right edge of the page.

- Direct: Officials of the State Government in North, South and West Darfur states
- Indirect: People in North, South and West Darfur states

5. Duration

The duration of the Project will be four (4) years from the date of the first dispatch of Japanese experts to Sudan.

6. Reports

JICA experts and HCDG will jointly prepare the following reports in English.

- A progress report every six (6) months
- A project completion report at the end of the Project

7. Environmental and Social Considerations

HCDG agreed to abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

III. UNDERTAKINGS OF GOS

GOS will take necessary measures to:

- (1) ensure that the technologies and knowledge acquired by the Sudanese nationals as a result of Japanese technical cooperation contributes to the economic and social development of Sudan, and that the knowledge and experience acquired by the personnel of Sudan from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and
- (2) grant privileges, exemptions and benefits to the JICA experts referred to in II-2 (1) above and their families, which are no less favorable than those granted to experts and members of the missions and their families of third countries or international organizations performing similar missions in Sudan.

1. GOS will take necessary measures to:

- (1) provide security-related information as well as measures to ensure the safety of the JICA experts;
- (2) permit the JICA experts to enter, leave and sojourn in Sudan for the duration of their assignments therein and exempt them from foreign registration requirements and consular fees.
- (3) exempt the JICA experts from taxes and any other charges on the equipment, machinery and other material necessary for the implementation of the Project;
- (4) exempt the JICA experts from income tax and charges of any kind imposed on or in connection with any emoluments or allowances paid to them and/or remitted to them from abroad for their services in connection with the implementation of the Project; and

(5) meet taxes, custom clearance and any other charges on the equipment, machinery and other material necessary for the implementation of the Project.

2. GOS will bear claims, if any arises, against the JICA experts resulting from, occurring in the course of, or otherwise connected with, the discharge of their duties in the implementation of the Project, except when such claims arise from gross negligence or willful misconduct on the part of the JICA experts.

IV. MONITORING AND EVALUATION

JICA and HCDG will jointly and regularly monitor the progress of the Project through the Monitoring Sheets based on the Project Design Matrix (PDM) and Plan of Operation (PO). The Monitoring Sheets shall be reviewed every six (6) months.

Also, Project Completion Report shall be drawn up one (1) month before the termination of the Project.

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. HCDG is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

V. PROMOTION OF PUBLIC SUPPORT

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

VI. MUTUAL CONSULTATION

JICA and HCDG will consult each other whenever any major issues arise in the course of Project implementation.

VII. AMENDMENTS

The record of discussions may be amended by the minutes of meetings between JICA and HCDG.

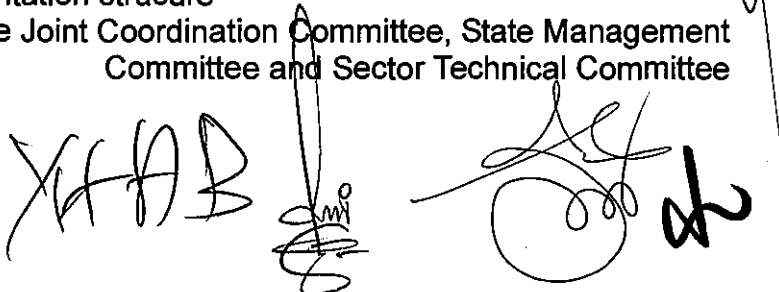
The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

Annex I Logical Framework (Project Design Matrix: PDM)

Annex II Tentative Plan of Operation (PO)

Annex III Project implementation structure

Annex IV Details of the Joint Coordination Committee, State Management Committee and Sector Technical Committee

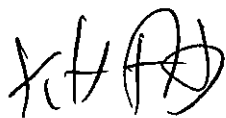
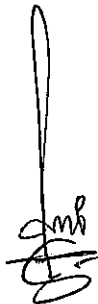


The bottom of the page features several handwritten signatures and initials. On the left, there are large, stylized initials 'YHAB'. In the center, there is a vertical signature that appears to be 'Gumi'. To the right, there are two more signatures, one of which is a large, circular scribble. On the far right edge, there is a vertical signature that looks like a stylized 'S' or 'L'.

Appendix 2

MAIN POINTS DISCUSSED

Both sides have reconfirmed the contents of the discussion described in the minutes of meetings on the Detailed Planning Survey on the Project signed on 28th May, 2014.

A handwritten signature in black ink, appearing to be 'K. H. A.' with a large flourish at the end.A handwritten signature in black ink, appearing to be 'S. M.' with a long vertical stroke above the letters.A handwritten signature in black ink, appearing to be 'D. S.' with a large flourish above the letters and a vertical stroke to the right.

投入スケジュール / 全体要員計画表

Dated 26 May, 2014

Project Title: Project for Human Resources Development for Darfur Phase II

Monitoring

Inputs	Plan	1st Year				2nd Year				3rd Year				4th Year				Remarks	Issue	Solution
		Actual	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III			
Expert																				
1 Project Leader	Plan																			
	Actual																			
2 Coordinator	Plan																			
	Actual																			
3 Procurement	Plan																			
	Actual																			
4 Maternal and Child Health	Plan																			
	Actual																			
5 Community Mobilization	Plan																			
	Actual																			
6 Water Supply Management	Plan																			
	Actual																			
7 Water Supply Facilities	Plan																			
	Actual																			
8 Training/ Skills Development	Plan																			
	Actual																			
9 Enterpreurship / Business Management	Plan																			
	Actual																			
10 Monitoring and Evaluation	Plan																			
	Actual																			
Equipment																				
	Plan		■			■			■			■								
	Actual																			
	Plan																			
	Actual																			
Training in Japan																				
	Plan																			
	Actual																			
In-country/Third country Training																				
	Plan																			
	Actual																			

Health Component Activities	Sub-Activities	Plan	1st Year				2nd Year				3rd Year				4th Year				Responsible Organization		Achievements	Issue & Countermeasures	
			Actual	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	Japan			Sudan
Output 1: Planning and coordination skills necessary to conduct pilot projects (community mobilization/supportive supervision of VMW) in consideration of public needs and inclusiveness are improved																							
1.1 Establish Pilot Project Management Team at SMOH	Plan																						
	Actual																						
1.2 Select pilot areas in consultation with stakeholders including State Water Cooperation.	Plan																						
	Actual																						
1.3 Conduct baseline study and situational analysis of community health activities and VMW supportive supervision.	Plan																						
	Actual																						
1.4 Prepare and review Community Mobilization Action Plan for MCH and supportive supervision implementation plan	Plan																						
	Actual																						
Output 2: Skills and knowledge of SMOHs on the management of the pilot projects with awareness for public needs and inclusiveness are improved																							
2.1 Identify training needs based on activity 1.3	Plan																						
	Actual																						
2.2 Check the available training programs and existing guidelines and manuals and develop a training plan	Plan																						
	Actual																						
2.3 Conduct training courses for capacity development of SMOH personnel	Plan																						
	Actual																						
2.4 Provide Community mobilization training	Plan																						
	Actual																						
2.5 Improve the functions of Pilot Community Health Committees in pilot areas	Plan																						
	Actual																						
2.6 Implement activities with Community Health Committee	Plan																						
	Actual																						
2.7 Conduct necessary trainings (In-service training for VMW etc.)	Plan																						
	Actual																						
2.8 Conduct supervision for VMWs by supervisors	Plan																						
	Actual																						
2.9 Prepare activity reports of community mobilization and supportive supervision and organize regular meeting	Plan																						
	Actual																						
2.10 Procure necessary equipment for management and PHC centers	Plan																						
	Actual																						

Output 3: Operational procedure of pilot projects (rural water supply services) in SWCs is improved for public needs and inclusiveness																									
3.1 SWCs monitor and evaluate pilot project											Plan														
											Actual														
3.2 SWCs implement endline survey of Pilot Project in cooperation with related organization											Plan														
											Actual														
3.3 SWCs improve the data management system of pilot water yards											Plan														
											Actual														
3.4 SWCs develop the well rehabilitation manual (good practice guide)											Plan														
											Actual														

Project Management Component Activities	Sub-Activities	Plan	1st Year				2nd Year				3rd Year				4th Year				Responsible Organization		Achievements	Issue & Countermeasures
			Actual	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	Japan		
Output 1: Planning and coordination skills necessary to conduct monitoring and evaluation on the pilot activities in consideration of public needs and inclusiveness																						
1.1 Ministries of Finance and implementing agencies develop plan of monitoring and evaluation		Plan																				
		Actual																				
1.2 State Project Management Committee is formed		Plan																				
		Actual																				
Output 2: Skills and knowledge of SMOFs and implementing agencies of pilot projects on project management with awareness for public needs and inclusiveness are improved																						
2.1 Training program on monitoring and evaluation is developed by JICA expert		Plan																				
		Actual																				
2.2 Training is provided for Ministries of Finance and implementing agencies of pilot project		Plan																				
		Actual																				
2.3 State Ministries of Finance conducts monitoring on the pilot activities through monthly report from implementing agencies		Plan																				
		Actual																				
2.4 State Ministries of Finance conducts site visits on pilot activities		Plan																				
		Actual																				
2.5 State Ministries of Finance conducts evaluation survey.		Plan																				
		Actual																				
Output 3: Operational procedure of project management on pilot projects is improved for public needs and inclusiveness																						
3.1 Monitoring and evaluation activities of Ministries of finance and implementing agencies of pilot projects are reviewed.		Plan																				
		Actual																				
3.2 Draft manual of monitoring and evaluation is developed by Ministries of Finance and implementing agencies of pilot project		Plan																				
		Actual																				
3.3 Manual of monitoring and evaluation is reviewed by stakeholders		Plan																				
		Actual																				
3.4 Manual of monitoring and evaluation is finalized		Plan																				
		Actual																				

Duration / Phasing	Plan																	Remarks	Issue	Solution
	Actual																			
Monitoring Plan	Plan	1st Year				1st Year				3rd Year				4th Year				Remarks	Issue	Solution
	Actual	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
Monitoring																				
Set up (or review) the detailed Plan of Operation	Plan																			
	Actual																			
Submission of monthly report from implementing agencies of each state	Plan																			
	Actual																			
Submission of quarterly monitoring and evaluation report from Ministries of Finance of each state	Plan																			
	Actual																			
Submission of annual report from Ministries of Finance	Plan																			
	Actual																			
Sector Technical Committee Meeting	Plan																			
	Actual																			
State Project Management Committee Meeting	Plan																			
	Actual																			
Joint Coordinating Committee Meeting	Plan																			
	Actual																			
Monitoring Mission from Japan	Plan																			
	Actual																			
Reports/Documents																				
Inception Report	Plan																			
	Actual																			
Progress Report	Plan																			
	Actual																			
Project Completion Report	Plan																			
	Actual																			
Public Relations																				
Issue of newsletter	Plan																			
	Actual																			
Campaign activities for Peace in Darfur	Plan																			
	Actual																			

主要面談者リスト

List of Interviewees

保健分野

Health Sector

Name	Organization	Title
Dr. Suleiman Abdgabbar Abdullah Bakheit	FMOH	Director, Planning & Policy Development
Dr. Nada Jaffer	FMOH	Director, MCH Directorate, PHC Directorate
Dr. Sawthan Eltahir	FMOH	National RH coordinator
Mr. Osama Mohamed Ismail	FMOH	National Reproductive Health Program, Head of Communication Unit
Mr. Musaab Brair Haj Ahmed	FMOH	Director, Health Promotion Directorate
Dr. Layla Hamed Enile	FMOH	Director of School Health/Vice Director of Health Promotion
Mr. Mosa Awad Ali	FMOH	Health Promotion Directorate, Head of IEC Unit
Dr. Khaleid Elamin	FMOH	Health Promotion Directorate, Head of Planning and Monitoring Unit
Dr. Ismail Bashir Ahmed	FMOH, Academy of Health Sciences	President of the academy
Dr. Nour Ahmed Yousif	FMOH, Academy of Health Sciences	Planning Unit
Dr. Mohammed Abass	FMOH, Academy of Health Sciences	State Coordinator
Dr. Khadija Elhag	FMOH, Academy of Health Sciences	Human Resources Development for Darfur
Dr. Tarig Nasreldin Badawi	FMOH, Academy of Health Sciences	-
Sr. Hassanat Elnour	SMOH, North Darfur	RH Coordinator
Ms. Hikma Elhafz	SMOH, North Darfur	Health Promotion Director
Mr. Hatim Ali Boshri	SMOH, South Darfur	Community Mobilization Officer, Health Promotion
Ms. Nemat Mohammed	SMOH, South Darfur	Vice RH Coordinator
Mr. Omer Mohammed	SMOH, South Darfur	PHC Director
Mr. Abdalazem	SMOH, South Darfur	Health Promotion Director
Ms. Malak Abdallah Ahmed	SMOH, North Darfur	Community Mobilization Officer, Health Promotion
Ms. Hawa	SMOH, West Darfur	Health Visitor
Ms. Amina	SMOH, West Darfur	Village Midwife
Ms. Fatma	SMOH, West Darfur	Village Midwife
Mr. Younis Haron Adam	SMOH, West Darfur	Director General
Dr. Asma Elnaaeim	SMOH, West Darfur	RH Coordinator
Dr. Arafa Mohammed Suleiman	SMOH, West Darfur	Health Promotion Director
Mr. Nasreldin Salh	SMOH, West Darfur	Training Manager, RH Information System
Ms. Yasmin Yousif	SMOH, West Darfur, Kulbus Locality	Community Health Worker
Ms. Hadia Wadi	SMOH, West Darfur, Geneina Locality	Community Health Worker
Ms. Samia Abdueli	SMOH, West Darfur, Sirba Locality	Community Health Worker
Ms. Khadija Ishaf	SMOH, West Darfur, Geneina Locality	Village Midwife
Ms. Zenab Yousif	SMOH, West Darfur, Geneina Locality	Village Midwife
Ms. Mariam Idreis	SMOH, West Darfur, Sirba Locality	Village Midwife
Ms. Fatima Ismail	SMOH, West Darfur, Kulbus Locality	Village Midwife
Ms. Hesnia Mohammed	SMOH, West Darfur, Geneina Locality	Health Visitor

主要面談者リスト

List of Interviewees

保健分野

Health Sector

Name	Organization	Title
Ms. Hawa Adam	SMOH, West Darfur, Kulbus Locality	Health Visitor
Ms. Mariam Jerab	SMOH, West Darfur, Kulbus Locality	Health Visitor
Ms. Fatima El Haj	SMOH, West Darfur, Sirba Locality	Health Visitor
Dr. Abaljabar Eldaw	SMOH, South Darfur	Director General
Mr. Abdallah Adam Ibrahim	SMOH, South Darfur	Training Manager
Sister Hawa Mahmoud Mohamadin	SMOH, South Darfur	RH Coordinator
Mr. Mohammed Ahmed M. Sidahmed	UNFPA	National Programme Officer, Reproductive Health
Mr. Mohammed Ahmed	UNFPA West Darfur	Team Leader
Dr. Dorothy Ochoa	UNICEF	Chief, Health Section
Mr. Ismail Awadalla Mohamed	UNICEF	Health Specialist
Ms. Hesnia Mohammed	El Geneina Midwifery School	Headmaster
Dr. Lamia Eltigani Elfandil Mahmoud	WHO	Head of Health Promotion, Protection and Community Development
Dr. Tarin	WHO	Medical Officer
Dr. Yousef	WHO	Health Cluster Officer
Mr. Munir Abdulhamed	WHO West Darfur	OIC
Mr. Zaid Ahmed	WHO West Darfur	Environmental Health Officer
Mr. El Faroug Mohammed Yahie	WHO West Darfur	CDC/PHC Officer
Ms. Akiko Hayashi	HANDS/JICA	Deputy Project Manager/Capacity
Ms. Maria Abdullh	West Darfur, Kulbus Locality	Mother
Ms. Hafat Yahya	West Darfur, Geneina Locality	Mother
Ms. Mariam Ishag	West Darfur, Sirba Locality	Mother
Mr. Abdallah Torsit	Golo Community, El Fasher Locality Rural, North Darfur	Community Leader
Ms. Marim Idris Ahmed	Golo Community, El Fasher Locality Rural, North Darfur	VMW
Ms. Shrf Eldin Ibrahim	Golo Community, El Fasher Locality Rural, North Darfur	CHP/Teacher/Women's Union
Mr. Yahya Ibrahim	West Darfur, Sirba Locality, Sirba Community	Sirba Locality Administrative Officer
Dr. Shrafaddin	West Darfur, Sirba Locality, Sirba Community	Rural Hospital Doctor
Mr. Eltyeb Azrg ,Medical assistant	South Darfur, Mjook community	Mmedical director of mjook health center
Ms.Mnask Eltyb Alemam	South Darfur, Mjook community	CHP
Ms.Mahasin Aboelgasim	South Darfur, Mjook community	VMW
Ms.Nwal Jberalh	South Darfur, Mjook community	Women's Union Representative
Mr.Hamid Ahmed	South Darfur, Mjook community	Community leader

主要面談者リスト

List of Interviewees

給水・衛生分野

Water and Environmental Sanitation Sector

Name	Organization	Title
Mr. Mr. Mohamed H. Ammar	DWSU	Director General
Ms. Mm.Eatidal Elrayah Malik	DWSU	Director of DWSU Training Center
Mr. Mohammed Abdallah Bashir Jamma	West Darfur SWC	Director General
Mr. Hammad Abdullah Mohammed	West Darfur SWC	Director of Rural Water Corporation
Mr. Mohamed Hassan	West Darfur SWC	Rehabilitation Team Leader of Phase 1
Mr. Abdallha	West Darfur SWC	Director of Urban Water Corporation
Mr. Nasreideen Mahmoud Mohammed	North Darfur SWC	Director General
Mr. Mohammed Mohamadain Salih	North Darfur SWC	Director of Project Implementation Department
Mr. Mustafa Idriss Mohammed	North Darfur SWC	Director of Rural Water Corporation
Mr. Ibrahim Kherallah	North Darfur SWC	Engineer of Rural Water Corporation
Mr. Idris Dabakah Adam	South Darfur SWC	Director General
Mr. Al-Rasheed AbdelWahab	South Darfur SWC	Director of Project Implementation Department
Mr. Hassan Adam Mohammed	South Darfur SWC	Engineer Headquarters
Mr. Aldoom Adam Mohammed	South Darfur SWC	Implementation Manger
Mr. Fath El Rahman Mustafa Ali	South Darfur SWC	Water Resource Eng., Urban Water Corporation
Mr. Mr. Digies	Central Darfur SWC	Director General
Mr. Hisham Al Amir	WES National Office	National Coordinator
Mr. Mohamed Abd.	WES West Darfur	WES West Darfur Manager
Mr. Mohamed Jack	UNOPS	Water Engineer
Mr. Anuranga Rubasinghe	UNOPS	Water Supply Engineer
Ms. Kazuyo Mitsuhashi	UNOPS	Project Coordinator

主要面談者リスト

List of Interviewees

雇用・技能開発分野

Employment and Skills Development

Name	Organization	Title
Ms. Awadia Ali El Nijumi	Federal Ministry of General Education	DG of Technical Education
Dr. Amna Omer Nabag	Federal Ministry of General Education	Director of Women Education
Mr. Elhadi Elamin	Federal Ministry of General Education	Director of Industrial Education
Mr. Eltayeb Abdallah Ahmed	Ministry of Human Resource Development and Labor	DG of Planning, Policies, follow-up and evaluation department*2014年5月に異動
Ms. Thoria Hamed	Ministry of Human Resource Development and Labor	Head of Research*2014年5月に異動
Ms. Nagwa Ibrahim Mohamed	Ministry of Human Resource Development and Labor	Director of Planning, Policies, follow-up and evaluation department
Prof. Ahmed Eltayeb Ahmed	National Council for Technical and Technological Education	Secretary General
Dr. Suleiman Ahmed Hamid	National Council for Technical and Technological Education	Director of Projects
Mr. Mustafa Elradi	Supreme Council for Vocational Training and Apprenticeship	Secretary General
Ms. Nuha Ahmed El Nager	Sudanese Women General Union	Director at Secretariat of Training
Mr. Abdullah Osman Omer Idrees	Chamber of Small Industries and Craft Union of Sudan	Chairman, Federation of Chambers of Small Industries
Eng. Elsadig Mah, Osman	Chamber of Small Industries and Craft Union of Sudan	Secretary General, Chamber of Small Industries and Craft Union of Sudan
Ms. Suzan Elsadig Abdelslam	ILO	Program Officer
Mr. Khaled El Mekwad	UNIDO	Representative
Ms. Aaza Badri Abdalla	UNIDO	Senior National Liaison Program Officer
Mr. Kim Sunghoon	Korean Embassy	Deputy Chief of Mission and Counsellor
Mr. Yahya Acu	Turkish cooperation and coordination agency	Coordinator
Mr. Gurkan Isci	Turkish cooperation and coordination agency	Deputy program coordinator
Mr. Adam Khalifa	El Fasher Industria Secondary School	Headmaster
Mr. Ahmed Khir El Said	North Darfur Ministry of Education	Director of Technical Education
Ms. Faiza Haroun	North Darfur Ministry of Finance, Department of Labour and Vocational	Director
Mr. Ibrahim Abdelrahman Ahmed	North Darfur Ministry of Finance, Department of Labour and Vocational	Deputy
Mr. Mohammed Abdelrahman	North Darfur Small Enterprises & craftsmen Union	Secretary General
Mr. Hussien Eisa Ali	North Darfur Small Enterprises & craftsmen Union	Deputy Secretary General
Mr. Salih Ahmed Elshikh	North Darfur Sudanese Youth Union	Director
Ms. Ghada Mohammed Adam	North Darfur Sudanese Youth Union	
Mr. Jihad Hamid Mohammed	North Darfur Sudanese Women Union	Secretary
Mr. Mohamed Ahmed Mohi Eldin	North Darfur Microfinance Institution	General Manager

主要面談者リスト

List of Interviewees

雇用・技能開発分野

Employment and Skills Development

Name	Organization	Title
Mr. Eissa Elhah	Nyala Industrial Secondary School	Headmaster
Mr. Ahmed Ismail Ahmend Ismail	South Darfur Ministry of Education	Director
Mr. Mohamed El Hassan ElDouma	South Darfur Ministry of Education	Director of Technical Education
Mr. Abdelgafar Adam Mohammed	South Darfur Ministry of Finance	Director of planning and Development
Mr. El Hassan Mohamed Ahmed	El Geneina Industria Secondary School	Headmaster
Mr. Yasir Jerri	El Geneina Industria Secondary School	Head of Section, Electricity
Mr. Mohamed Taher	El Geneina Industria Secondary School	Head of Section, Automobile
Mr. Nour Eldeen Aboya	El Geneina Industria Secondary School	Head of Section, Machinery
Mr. Yousif Osman	El Geneina Commercial school for Girls	Headmaster
Mr. Abdallah Atia	West Darfur State Ministry of Finance	Director of Labor Directorate
Mr. Hassan Abdel Razig	West Darfur State Ministry of Education	Director General
Mr. El Nour Elmahadi	West Darfur State Ministry of Education	Director of Technical Education
Mr. Mohamed Shamas Eldeen	West Darfur Workers Union	Chairperson
Mr. Adam Ibrahim	El Geneina Trade Union	Chairperson
Ms. Zaineb	El Geneina Women's Union	Chairperson
Mr. Ibrahim Meisan	El Geneina Youth Union	Chairperson

主要面談者リスト

List of Interviewees

プロジェクト管理分野

Project Management Sector

Name	Organization	Title
Mr. Siddig Juma Babelkhir	Higher Council for Decentralized Governance (HCDG)	General Rapporteur / HCDG
Mr. Babkir Sirelkhatim	Higher Council for Decentralized Governance (HCDG)	Director of Peace and Peaceful co-existence Directorate/ HCDG
Mr. Farah Jarelnabi Karar	Higher Council for Decentralized Governance (HCDG)	Deputy Director of Peace and Peaceful Coexistence/ HCDG
Ms. Sawsan Omer	Higher Council for Decentralized Governance (HCDG)	Director of Foreign Aid Coordination unit/ HCDG
Mr. Ismail Bashir Mohammed	North Darfur	Secretary General
Mr. Mr. Khamis Ali Abdallah	West Darfur	Secretary General
Mr. Saud Hussein Elmahi	South Darfur	Secretary General
Mr. Mutasim Mahmoud Hajar	State Ministry of Finance, North Darfur	Director General
Mr. Abdelrahman Mohammed Elhassan	State Ministry of Finance, West Darfur	Director General
Mr. Norelddin Bushara	State Ministry of Finance, West Darfur	Director of Training Department
Mr. Abdelgafar Adam Mohammed	State Ministry of Finance, South Darfur	Director of Foreign Aid coordination

収集資料リスト

References

開発計画・基本統計

Development Plan/Basic Statistics

No.	Title	Language	Size	Page	Original/Copy	No.of Copy	Issuer	Year of Issue	Donation/Purchase	Contents
1- 1	Emergency Program 2012-2014, Matrix of quantitative objectives and policies and measures proposed	英語	A4			1				
1- 2	The Twenty-Five-Year National Strategy 2007-2031	英語	A4			1	The National Council for Strategic Planning, The General Secretariat			
1- 3	Sudan National Baseline Household Survey 2009,	英語	A4			1	Sudan Central Bureau of Statistics	2010		
1- 4	Statistical Year Book for the Year 2009	英語	A4			1	Sudan Central Bureau of Statistics			
1- 5	West Darfur State Five-Year Plan 2007- 2011	英語	A4			1				
1- 6	North Darfur State Five Years Plan (2010- 2016)	英語	A4			1				
1- 7	South Darfur State Ministry of Finance and Economy 5 Years Plan 2007- 2011	英語	A4			1				
1- 8	概略説明資料：スーダン経済（スーダン3カ年緊急計画（② 011-13）および5カ年戦略計画（2012-16）	日本語	A4			1				
1- 9	国別援助方針 対スーダン	日本語	A4			1	外務省	2012		
1- 10	スーダン国勢調査報告書 Labour force participation and employment, data of 2008	英語	A4			1	Sudan Central Bureau of Statistics			
1- 11	スーダン国勢調査報告書 Literacy and Education, data of 2008	英語	A4			1	Sudan Central Bureau of Statistics			

収集資料リスト

References

開発計画・基本統計

Development Plan/Basic Statistics

No.	Title	Language	Size	Page	Original/Copy	No.of Copy	Issuer	Year of Issue	Donation/Purchase	Contents
1- 12	スーダン国勢調査報告書 Gender Gap Analysis, data of 2008	英語	A4			1				
1- 13	5 Years Strategic Plan for South Darfur State		A4			1	State Ministry of Finance, Economy and Labor Force- SDS	2014		

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2- 1	Darfur Recovery, Reconstruction and Development Strategy, Pursuant to Article 32 of the Doha Document for Peace in Darfur	英語	A4				Darfur Joint Assessment Mission	2013		
2- 2	Darfur Peace Document (DDPD)	英語	A4					May 2011		
2- 3	Developing Darfur 2013-2019: A Recovery and Reconstruction Strategy	英語	A4				Government of Sudan	2013		
2- 4	Sudan Interim Poverty Reduction Strategy Paper (Draft)	英語	A4					Jun. 2011		
2- 5	Sudan Millennium Development Goals Progress Report 2010	英語	A4				Ministry of Welfare & Social Security, National Population Council General Secretariat (NPC/GS)	2010		
2- 6	Sudan Toward Sustainable and Broad-Based Growth	英語	A4				World Bank	Dec. 2009		
2- 7	Sudan The Road Toward Sustainable and Broad-Based Growth	英語	A4				World Bank	Dec. 2009		
2- 8	West Darfur State Situation Analysis 2011	英語	A4				West Darfur State and UNDP	2012		
2- 9	A Situation Analysis on Basic Social Services in the Darfur States; Health, Nutrition, WASH and Education Thematic Working Group (TWG) report	英語	A4				UNICEF, WHO & The World Bank	Nov. 2012		
2- 10	United Nations and Partners Work Plan 2013, Mid Year Review	英語	A4				United Nation	2013		
2- 11	Microfinance Assessment Consultancy to Darfur, Sudan, February-March 2010	英語	A4				The Feinstein International Center of Tufts University, IOM and UNDP Sudan			
2- 12	Sudan Economic Brief	英語	A4				World Bank	2012		
2- 13	Situation Analysis Agriculture, Livestoc and Rural Li	英語	A4				FAO, WFP Darfur joint asses:	2012		

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3- 2	Poverty Assessment Northern Sudan	英語	A4				International Center for Agricultural Research in the Dry Areas (ICARDA)	2012		
3- 3	Community-Based Intervention Packages for Reducing Maternal Morbidity and Mortality and Improving Neonatal Outcomes	英語	A4				The International Initiative for Impact Evaluation	May 2011		
3- 4	Road Map for Reducing Maternal and New Born Mortality in Sudan 2010-2015	英語	A4				Federal Ministry of Health, Government of Sudan	2009		
3- 5	Sudan Household Health Survey Second Round 2010	英語	A4				Ministry of Health & Central Bureau of Statistic			
3- 6	Health System Profile, Sudan	英語	A4				WHO	2006		
3- 7	National Health Policy 2007	英語	A4				Federal Ministry of Health, Government of Sudan			
3- 8	Maternal Death Reviews, Report 2009-2010-2011	英語	A4				Federal Ministry of Health, Government of Sudan	Jun. 2012		
3- 9	HeRAMS: Health Resources Availability Mapping System, Greater Darfur	英語	A4				WHO-Sudan	2012		
3- 10	Sudan Health Status Report	英語	A4				World Bank	Aug. 2003		
3- 11	スーダン共和国北部・保健人材基礎情報収集・確認調査報告	日本語	A4				JICA	Nov 2010		

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3- 12	スーダン国フロントライン母子保健強化プロジェクト フェーズ2 詳細計画策定調査報告書	日本語	A4				JICA	Oct 2011		
3- 13	スーダン国フロントライン母子保健強化プロジェクト フェーズ2 第1年次業務完了報告書	日本語	A4				JICA			
3- 14	スーダン国カッサラ州基本行政サービス向上による復興支援プ ロジェクト プロGRESSレポート (4) 保健クラスター	日本語	A4				JICA	July 2013		
3- 15	National Strategy Document for Scaling-up Midwifery in the Republic of the Sudan	英語	A4				Federal Ministry of Health, Government of Sudan	2010		
3- 16	Assessment of the Effective Deployment, Retention and Performance of the Graduate Village Midwives 2008-2010	英語	A4				UNFPA	Nov 2011		
3- 17	National Reproductive Health Policy 2010	英語	A4				Federal Ministry of Health, Government of Sudan	2010		
3- 18	Strengthening Midwifery Toolkit Module 7: Supervision of Midwives	英語	A4				WHO	2011		
3- 19	Family Planning in Conflict: Results of Cross- sectional Baseline Surveys in three African Countries in "Conflict and Health" 5:11	英語	A4				McGinn et al.	2011		
3- 19	Cultural perceptions and health behaviors related to safe motherhood among village women in Eastern Sudan: Ethnographic study in "International Journal of Nursing Studies"	英語	A4				Serizawa et al.	2013		
3- 20	The Effects of Conflict on Health and Well-being of Women and Girls in Darfur: Situational Analysis Report Conversations with the Community	英語	A4				UNCEF, UNFPA	2005		
3- 21	UNICEF Sudan In-Service Training (INSET) Programme for Village Midwives	英語	A4				UNICEF Sudan	2013		

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3- 22	Sudan National Acceleration Plan for Maternal and Child Health 2013-2015	英語	A4				Federal Ministry of Health, Government of Sudan	2013		
3- 23	National Health Sector Strategic Plan II 2012-2016	英語	A4				Federal Ministry of Health, Government of Sudan	2013		
3- 24	Guidelines for Implementing Supportive Supervision: A step-by-step guide with tools to support immunization	英語	A4				Children's Vaccine Program, PATH	2003		
3- 25	Road Map for Reducing Maternal and New Born Mortality in Sudan 2010-2015/North Darfur Operational Plan 2014-2015	英語	A4				North Darfur State Ministry of Health, General Directorate of Primary Health Care, State Reproductive Health Programme	2013		
3- 26	Assessing psychosocial distress-which lens?	英語	A4				Murray, A (Humanitarian Practice Network, Overseas Development Institute UK)	2006		
3- 27	Basic Health, Women's Health, and Mental Health Among Internally Displaced Persons in Nyala Province, South Darfur, Sudan. Vol 97. No. 2. 353-361. American Journal of Public Health	英語	A4				Kim G, Torbay R, Lawry L	2007		

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5- 1	Water Supply and Environmental Sanitation Policy	英語	A4		Word File		Republic of Sudan	Sep. 2010		スーダン北部15州（現スーダン）給水・衛生環境 国家政策
5- 2	Water, sanitation and hygiene Sector, national Strategic Plan 2011-2016	英語	A4		Word File		Public Water Corporation/UNICEF	Dec. 2011		スーダン全体の水・衛生5か年計画（2011-2016）
5- 3	Water, sanitation and hygiene (WASH) Sector, Strategic Plan 2011-2016, North Darfur	英語	A4		PDF		Public Water Corporation/UNICEF	May 2011		北ダルフール州の水・衛生5か年計画（2011-2016）
5- 4	Water, sanitation and hygiene (WASH) Sector, Strategic Plan 2011-2016, South Darfur	英語	A4		PDF		Public Water Corporation/UNICEF	May 2011		南ダルフール州の水・衛生5か年計画（2011-2016）
5- 5	Water, sanitation and hygiene (WASH) Sector, Strategic Plan 2011-2016, West Darfur	英語	A4		PDF		Public Water Corporation/UNICEF	Jul. 2004		西ダルフール州の水・衛生5か年計画（2011-2016）
5- 3	Water, sanitation and hygiene (WASH) Sector, Strategic Plan 2011-2016, Blue Nile	英語	A4		PDF		Public Water Corporation/UNICEF	Dec. 2011		青ナイル州ダルフール州の水・衛生5か年計画（2011-2016）
5- 4	Water, sanitation and hygiene (WASH) Sector, Strategic Plan 2011-2016, River Nile	英語	A4		PDF		Public Water Corporation/UNICEF	May 2011		ナイル州ダルフール州の水・衛生5か年計画（2011-2016）
5- 5	Water, sanitation and hygiene (WASH) Sector, Strategic Plan 2011-2016, Sennar	英語	A4		PDF		Public Water Corporation/UNICEF	May 2011		センナール州の水・衛生5か年計画（2011-2016）
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5- 7	Water, sanitation and hygiene (WASH) Sector, Strategic Plan 2011-2016, Gezira	英語	A4		PDF		Public Water Corporation/UNICEF	May 2011		ゲジラ州の水・衛生5か年計画（2011-2016）
5- 8	Water, sanitation and hygiene (WASH) Sector, Strategic Plan 2011-2016, Kassala	英語	A4		PDF		Public Water Corporation/UNICEF	May 2011		カッサラ州の水・衛生5か年計画（2011-2016）
5- 9	Water, sanitation and hygiene (WASH) Sector, Strategic Plan 2011-2016, Red Sea	英語	A4		PDF		Public Water Corporation/UNICEF	May 2011		紅海州の水・衛生5か年計画（2011-2016）
5- 10	Water, sanitation and hygiene (WASH) Sector, Strategic Plan 2011-2016, South Kordofan	英語	A4		PDF		Public Water Corporation/UNICEF	May 2011		南コルドファン州の水・衛生5か年計画（2011-2016）
5- 11	Water, sanitation and hygiene (WASH) Sector, Strategic Plan 2011-2016, White Nile	英語	A4		PDF		Public Water Corporation/UNICEF	Dec. 2011		白ナイル州の水・衛生5か年計画（2011-2016）
5- 12	KAP Survey in Water, Environmental Sanitation and Personal Hygiene-Northern Sudan States(Volume 1-3)	英語	A4		Word File		Public Water Corporation/UNICEF	Jul. 2004		給水・衛生環境にかかるデータ収集手法

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5- 13	Technical Guidelines for the Construction and Management of Borehole Hand Pumps	英語	A4		PDF		Public Water Corporation/UNICEF	Apr 2009		ハンドポンプ（深井戸）の設計および施工ガイドライン
5- 14	Technical Guidelines for the Construction and Management of Borehole Water Yards	英語	A4		PDF		Public Water Corporation/UNICEF	Apr 2009		ウォーターヤード（深井戸）の設計および施工ガイドライン
5- 15	Technical Guidelines for the Construction and Management of Hand Dug Well Hand Pumps	英語	A4		PDF		Public Water Corporation/UNICEF	Apr 2009		ハンドポンプ（浅井戸）の設計および施工ガイドライン
5- 16	Technical Guidelines for the Construction and Management of Hand Dug Well Water Yards	英語	A4		PDF		Public Water Corporation/UNICEF	Apr 2009		ウォーターヤード（浅井戸）の設計および施工ガイドライン
5- 17	Technical Guidelines for the Health Institution Latrines	英語	A4		PDF		Public Water Corporation/UNICEF	Apr 2009		公衆トイレの設計・施工ガイドライン
5- 18	Technical Guidelines for the Household Latrines	英語	A4		PDF		Public Water Corporation/UNICEF	Apr 2009		家庭用の設計・施工ガイドライン
5- 19	Technical Guidelines for the Improved Hafir	英語	A4		PDF		Public Water Corporation/UNICEF	Apr 2009		浄水設備を付帯したハフィールの設計・施工ガイドライン

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5- 21	Technical Guidelines for the Protected springs and Roof catchment	英語	A4		PDF		Public Water Corporation/UNICEF	Apr 2009		湧水および雨水利用にかかるガイドライン
5- 22	Technical Guidelines for the School Latrines	英語	A4		PDF		Public Water Corporation/UNICEF	Apr 2009		学校トイレの設計・施工ガイドライン
5- 23	Technical Guidelines for the Slow Sand Filter	英語	A4		PDF		Public Water Corporation/UNICEF	Apr 2009		観測砂濾過システムのガイドライン
5- 24	Technical Guidelines for the Small Dams	英語	A4		PDF		Public Water Corporation/UNICEF	Apr 2009		小規模ダム設計・施工ガイドライン
5- 25	Technical Guidelines for the Water Distribution Network	英語	A4		PDF		Public Water Corporation/UNICEF	Apr 2009		配水管網の設計・施工ガイドライン
5- 26	Technical Guidelines for the Water Treatment Plants	英語	A4		PDF		Public Water Corporation/UNICEF	Apr 2009		急速濾過浄水場の設計・施工ガイドライン
5- 27	WES Sector Report, Darfur Humanitarian Response	英語	A4				UNICEF	Jul. 2004		
5- 28	ダルフール地域における水事情調査報告書	日本語	A4				地球システム科学	Jan. 2012		
5- 29	Darfur Water Project for Conflict Resolution and Peace	英語	A4				African Water Facility	Nov. 2011		
5- 30	COUNTRY STRATEGY ON INTEGRATED WATER RESOURCES MANAGEMENT	英語	A4		PDF		MINISTRY OF IRRIGATION AND WATER RESOURCES	Feb, 2007		スーダンの統合的水資源管理にかかる国家戦略
5- 31	Pipelines and donkey carts A social risk analysis of water availability, access and use in Nyala, South Darfur	英語	A4				UNOPS	2013		
5- 32	Population Tracking and Village Assessment Project Report on Dar El - Salam Rural Council North Darfur	英語	A4		PDF		IOM	Oct, 2010		
5- 33	Population Tracking and Village Assessment Project Report on El Fashir and Kuma Rural Council North Darfur	英語	A4		PDF		IOM	Feb, 2011		

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4- 1	Vocational Training and Apprenticeship Act 2001	英語	A4					2001		
4- 2	The Status of the Education Sector in Sudan	英語	A4				World Bank	2012		
4- 3	Education Statistics 2009-2010	英語	A4				Ministry of General Education			
4- 4	ILO's Recommendations for Sudan's TVET Policy (Final Draft)	英語	A4				ILO	Dec. 2012		
4- 5	連邦教育省政策（ナショナルスタッフ訳、抜粋）	英語	A4				Ministry of Education			
4- 6	TVET Policy (to be approved)	英語	A4	22			Ministry of Human Resource Development and Labor	Nov. 2013		
4- 7	Report of the empirical research on informal apprei	英語	A4	86			University of Khartoum Development Studies and Research Institute in collaboration with ILO	Jan. 2014		
4- 8	Skills Development in Sudan	英語	A4	65			ILO, UNDP	Sep. 2013		
4- 9	Management Planning and Policy 2012-2016	アラビア語	A4				Ministry of Human Resource Development and Labor	2012		
4- 10	Annual Strategic Plan for Unemployment	アラビア語	A4				Ministry of Human Resource Development and Labor	2014		
4- 11	The Basic Features of Labor Market	英語	A4	5			1 Ministry of Human Resource Development and Labor	Feb. 2014		
4- 12	Vocational Training Projects Document	英語	A4	44			1 SCVTA	Apr. 2014		
4- 13	The Darfur Value Chain Analyses Sheep, Cattle, Groundnuts and Oranges	英語	A4	42			UNDP	Sep. 2010		
4- 14	Text books for 1st year technical secondary school students	アラビア語	A5				NCTTE	May. 2014		

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6- 2	Organizational structure for the Higher Council for Decentralized Governance 2014		A4			1	Higher Council for Decentralized Governance	2014		
6- 3	Structure for State Ministry of Finance, South Darfur State		A4			1	State Ministry of Finance, Economy and Labor Force-SDS	2014		
6- 4	Summary of the approved budget for 2014, North Darfur State		A4			1	State Ministry of Finance, Economy and Labor Force-NDS	2014		
6- 5	Development Budget Proposal for 2014, State Ministry of Finance, South Darfur State		A4			1	State Ministry of Finance, Economy and Labor Force-SDS	2013		
6- 6	Budget allocation for Health, Physical Planning, and Education in West Darfur State for 2014		A4			1	State Ministry of Finance, Economy and Labor Force-WDS	2013		
6- 7	Expenditure formats for SMOF budget allocations 2014, West Darfur State		A4			1	State Ministry of Finance, Economy and Labor Force-WDS	2013		
6- 8	Summary of Training Plan for North Darfur State for the year 2015		A4			1	State Ministry of Finance, Economy and Labor Force-NDS	2014		
6- 9	Summary of Training Plan for State Ministry of Finance for the year 2014, North Darfur State		A4			1	State Ministry of Finance, Economy and Labor Force-NDS	2014		
6- 10	State Ministry of Finance Training Plan for 2014, South Darfur State		A4			1	State Ministry of Finance, Economy and Labor Force-SDS	2014		
6- 11	Inventory of training needs for State Ministry of Finance for the year 2014, West Darfur State		A4			1	State Ministry of Finance, Economy and Labor Force-WDS	2014		

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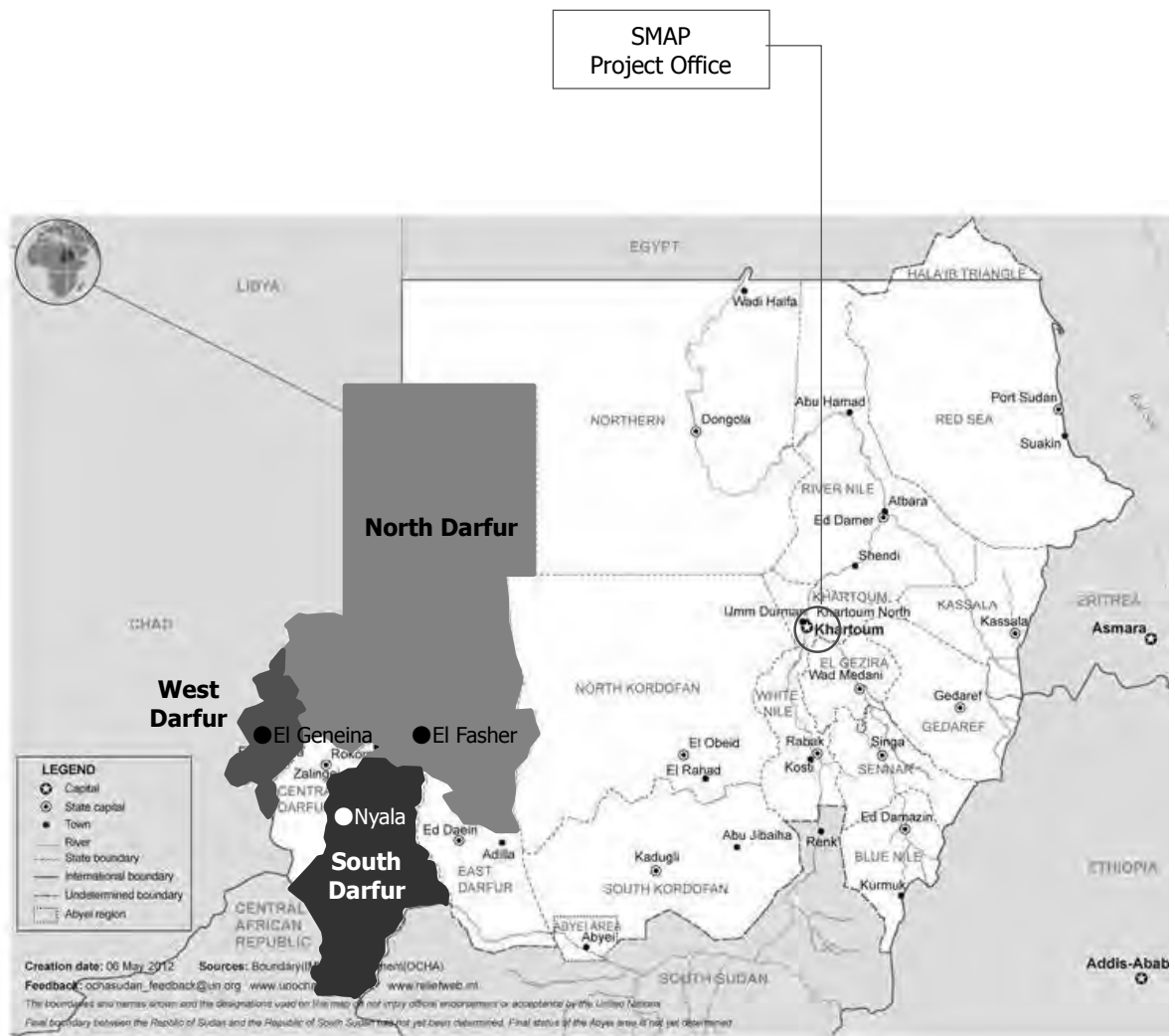
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6- 1	Presidential Degree No. 23.2010, Formation and Composition of the Higher Council for the Decentralized Rule							Jul. 2010		
6- 2	Humanitarian Bulletin Sudan						UN-OCHA	2013		
6- 3	Sudan: Humanitarian Snapshot (30 June 2013)						UN-OCHA	2013		
6- 4	南北スーダン間合意文書仮訳	日本語					在スーダン日本国大使館	2012		

Annex-7: Survey Map (target area of the Study)



Target States: North Darfur, West Darfur and South Darfur