



**JICA Project Team**



**The Project for Comprehensive Planning and Support for Urgent Development  
on Social Economic Infrastructure in Malakal Town**

### **3. Final IT Training Report**

**Malakal Vocational Training Centre  
From 17<sup>th</sup>. Jun to 24<sup>th</sup>. Sep, 2013.**

**Table of Contents**

S/N	Content	Page
1	Introduction	A7-67
2	IT Trainer's Profile	A7-68
3	IT Trainees' List	A7-68
4	Opening Ceremony	A7-69
5	Daily Activities	A7-69
6	Selected Photos for Daily Activities	A7-70
7	Training Report <ul style="list-style-type: none"> <li>i. Trainer's Report</li> <li>ii. Trainees' Assessment</li> <li>iii. Way Forward</li> </ul>	A7-70

**Appendices:**

	Appendix No.	Page
Appendix I	Introduction Windows & Operating System	A7-72
Appendix II	Microsoft Office Word 2007	A7-79
Appendix III	Microsoft Office Excel 2007	A7-85
Appendix IV	Microsoft Office Power Point 2007	A7-92
Appendix V	Microsoft Office Access	A7-96
Appendix VI	Internet	A7-101
Appendix VII	Attendance Record	A7-107

**Introduction:**

**IT Training** aimed at raising capacity building of the employees. The participants (20) were from different ministries of **Upper Nile State**. The training took three months duration from **17<sup>th</sup>, Jun. to 24<sup>th</sup>, Sep. 2013** at Malakal Vocational Training Centre (MVTTC). The program was funded by Japan International Cooperation Agency (JICA).

The training covered the following areas:

- Introduction and Windows
- Microsoft Word 2007
- Microsoft Excel 2007
- Microsoft Access 2007
- Microsoft PowerPoint 2007
- Internet

**IT Trainer's Profile:**



**Name:** Angelo Chol Ojwok

**Sex:** Male

**Date of Birth:** 1/3/1972

**Place of Birth:** Atar area

**Nationality:** South Sudanese

**Education Background:**

- ❖ Sudan Open University, Faculty of Computer Sciences.
- ❖ MVTC Certificate for Computer Sciences\_ Malakal Vocational Training Centre.
- ❖ 1988- 1991 Shendi Secondary School.(Sudan)
- ❖ 1987- 1988 Shendi Intermediate School. (Sudan)
- ❖ 1979- 1986 Shendi Primary School. (Sudan)

**Work Experience:**

- ❖ 5 years as a teacher in primary schools.
- ❖ 7 years working as computer instructor with Malakal Vocational Training Centre.

**IT Trainees' List:**

S/N	Name	Sex	Organisation
1	Ruach David Panom	Male	GSEC
2	Ronyo Simon Okac	Male	MGSW
3	SanslausAropAmum	Male	MARF
4	TijwokAropDenyong	Male	MCYS
5	Tor Khor Pouch	Male	MCTI
6	Joseph Philip Akol	Male	MPIRD
7	Emanuel CholAguer	Male	MPIRD
8	RiakNyokLual	Male	MPIRD
9	James Othow Deng Chol	Male	MPIRD
10	Tut Tot Nyuon	Male	MCTI
11	Benjamin DuotJok	Male	MPIRD
12	John Jock Riay	Male	MGSW
13	Nyathow Thabo Deng	Female	MoH
14	BomanOthomOthong	Male	MoH
15	PilualKuachReath	Male	MPIRD
16	WaatDierNiyiom	Male	MPIRD
17	Mary Daniel Mojwok	Female	MPIRD
18	Joseph Scopas Lati	Male	MoT
19	Loum Daniel Fred	Male	MoT
20	Sebit John Chol	Male	MPIRD
21	Elizabeth GwangLaa	Female	MGSW

**Opening Ceremony: Mon. 17<sup>th</sup>. June, 2013:**

JICA Project launched the **English Documentation / IT Training** at Malakal Vocational Training Centre (MVTC).

The opening ceremony started at 2:00 p.m. in the presence of a representative from JICA- Malakal and director generals from various ministries of Upper Nile State. The trainees and (MVTC) administration attended the programme. The ceremony was in terms of speeches and lasted for thirty minutes.

The chairperson, Mr. John Paul Akic, Deputy Director, MVTC opened the ceremony, welcomed the guests, the trainees and called upon the Director of MVTC Mr. Abd-rahmanEbeid, who expressed his pleasure to host this very important training.

The representative of JICA- Malakal Mr. Fukuda Yoshio, Chief Coordinator, delivered his speech displaying the roles played by JICA in Malakal town.

Eng. James TwongLwanyo, the Director General for the Ministry of Physical Infrastructure and Rural Development of Upper Nile State, noted about the importance of the training. He added that the training will result in proper documentation and will improve information storage. In conclusion, he thanked JICA- Malakal for the great role it plays to improve different walks of life in Malakal town. Eventually, the Director General of MPI&RD declared the opening of the training.

**Opening ceremony attendance list:**

S/N	Name	Organization	Position
1	Ernest KurOtini	MGS/UNS/Malakal	D/ General
2	John Jock Riay	MGS/ WF	A/ Inspector
3	Joseph Philip Akol	Urban Water	Action
4	PilualKuach	M. P.	Traffic Officer
5	WaadDier	M.P.R.T.D.	Engineer
6	Benjamin Duot	M.P.& R.D.	S. Inspector
7	RiakNyok	Elect Corp	Engineer
8	Emmanuel ChoLaguor	MPIRD	Engineer
9	Joseph Scopas Lati	MRPA	A/ Inspector
10	Nicholas Ramadan	MRPA	Department Manager
11	Loum Daniel Fred	MRPA/MT.RSS	S/ Clerk
12	Ruach David	General Sanitation	Office Secretary
13	Tor KhorPuoch	MCT&I	Office Manager
14	Elizabeth GwangLaa	MGSW	Director/ SW
15	Ronyo Simon Okuch		
16	Tut Tot Nyuon	MCT&I	
17	TijwokAropDenyong	MCYS	D.D. Culture
18	SanslausAropAmum	MARF	Private Secretary
19	Nyathow Thabc	MOH	P.H.O.
20	Mary Daniel		
21	BomanOthomOthong	MOH	P.H.O.

**Daily Activities:**

Week	Activity	Materials Used
1	The topic of the lectures was <b>Introduction and Windows</b> in which the trainer introduced to the trainees the history of computer from the beginning up to the present time as well as windows.	* Board * Marker Pens * Computer's Hardware
2	The lecture was a continuation of <b>Windows</b> . The trainer displayed the components and functions of windows. While explaining, the trainees apply what is requested on their computers	* Board * Marker Pens * Computers
3	The lecture was allocated for revising <b>Introduction and Windows</b> . The trainees were given a hand-out of the topic	* Board * Marker Pens * Computers * Hand-outs
4	The trainees sat for the exam on <b>Introduction and Windows</b> .	* Exam Papers * Computers
5	The topic of lecture was <b>Microsoft Word</b> .	* Board * Marker Pens * Computers
6	The lecture was a continuation of <b>Microsoft Word</b> in which the trainees were acquainted to the applications of the programme when typing.	* Board * Marker Pens * Computers
7	Advanced applications on word were widely practised. There was a revision on <b>Microsoft Word</b> .	* Board * Marker Pens * Computers
8	The trainees sat for examination on <b>Microsoft Word</b> . The trainees started lectures on <b>Microsoft Excel</b> .	* Board * Marker Pens * Computers
9	The trainer continued the lecture of <b>Microsoft excel</b> .	* Board * Marker Pens * Computers
10	The lecture was allocated for the revision of <b>Microsoft Excel</b> .	* Board * Marker Pens * Computers
11	The trainees sat for <b>Excel Exam</b> . The trainees started the first lecture on <b>Microsoft PowerPoint</b> .	* Exam Papers * Board * Marker Pens * Computers
12	The trainer continued <b>Microsoft PowerPoint</b> . There was a revision which was followed by an exam on the same topic.	* Board * Marker Pens * Computers * Exam Papers
13	The lecture was about <b>Microsoft Access</b> .	* Board * Marker Pens * Computers
14	The trainees sat for <b>Access Exam</b> . They started lectures on <b>Internet</b> .	* Exam Papers * Board * Marker Pens

15	Revision on Internet and exam	<ul style="list-style-type: none"> <li>* Computers</li> <li>* Overhead Projector</li> <li>* Board</li> <li>* Marker Pens</li> <li>* Exam Papers</li> </ul>
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**Selected Photos for Daily Activities:**



The Trainees practising on computers



The training is going on smoothly



Mr. Fukuda with the IT trainer Angelo



Women are participating effectively



Chara,, Angelo, Inoe, Chieko and John



Practising typing skills



Seriousness during the training



Mr . Ota and the trainer following up the training

**Training Report:**

**i. Trainer's Report:**



**Republic of South Sudan**  
 Ministry of Labour, Public Service and Human Resource Development  
**Malakal Vocational Training Centre ( MVTC )**



Date 13/11/2013

**Report on JICA training for computer**

The Training have started on 17/6/2013 up to 17/9/2013 with twenty one trainees , in both genders male and females from different ministries within Upper Nile State funded by JICA organization, they was trained on computer skills starting from introduction & windows , Microsoft word 2007 ,Microsoft excel 2007 , Microsoft Access 2007 , Microsoft power point 2007 and lastly Internet , during that programs students have participated well , and were committed on time of the lessons with respect to each other and to their instructors .

Concerning the time, time schedule was good and accepted by all trainees.

The average of performance was very good for all the trainees.

**Challenges:**

- Trainees have no access to personal computers or laptops to continue practicing their new skill with in their respective departments.
- Lack of printing machines and printing papers

**Suggestions**

- It is good if any trainee will have a labtop or desktop after the training
- It is recommendable if the trainees have an extra course (Advance) for maintenance & installation of programs for computer, because they should have skills on how to solve small computer problems of operating system such as installing operating system and some maintenance skills.

**In conclusion**

The trainees have benefited allot from the course and they promise to continue and implement the new skills they have gained in their respective departments, for the benefit of the new country.

By

Head of Computer section

Malakal Vocational training Center

ii. Trainees' Assessment:



Republic of South Sudan  
Ministry of Labour, Public Service and Human Resource Development  
Malakal Vocational Training Centre ( MVTC )



Date 21/9/2013

Computer Course General Result

Group time : 17/6/2013- 17/9/2013 from 3:00 to 5:00 PM Teacher : Angelo Chol

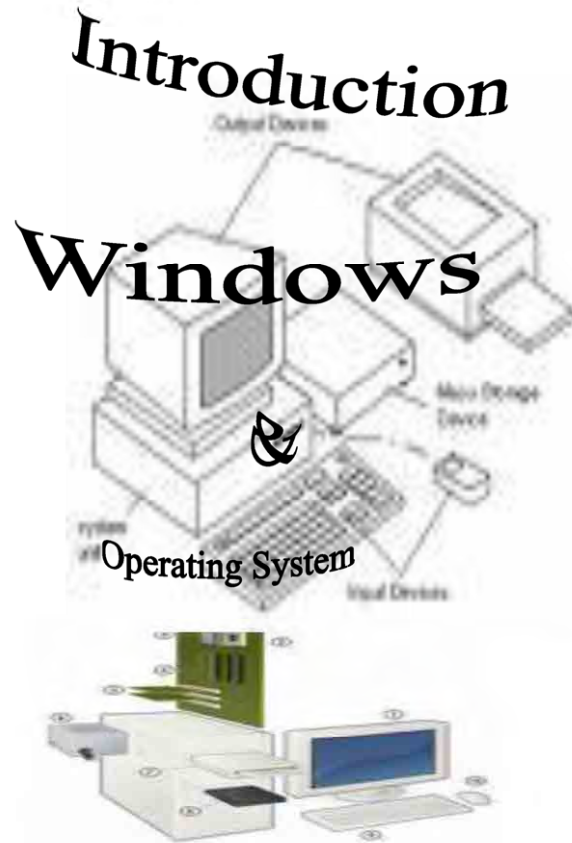
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iii. Way Forward:

Most of government staffs in Upper Nile State have no knowledge of using computers. It is advised if JICA can continue IT Training for the governmental employees. Another thing to be put into consideration is the availability of computers so that those who are trained would not forget what they have learned.

Appendices:

## Appendix I



Prepared by:

Angelo Chol

Introduction**What is computer?**

It is an electronic device, that receives the data as inputs and processes the data and give them to us as out puts (information).

**Computers Types :**

There are different types, but the common computers are:

- 1- Personal Computer.
- 2- Laptop – Note Book Computer.

**Computer is distinguishing for the following:**

- 1- Speed.
- 2- Storage.
- 3- Flexibility.
- 4- Security.
- 5- Accuracy.

**Computer Parts:**

- 1- **Hard Ware.**( The physical parts that you can see and touch)
- 2- **Soft Ware.** ( The parts that you can't see with your eyes).

**Hard Ware :-**

We can say there are four devices described the hard ware :

1- **Input Devices** :- They are the devices that we use to enter data into computer, like :

- a- Key Board. b- Mouse c- Light Pen d- Microphone. e- Scanner. F- Disks(Floppy disk, Compact disk "CD" , Flash disk )

2- **Output Devices** :- I mean the devices that used to view the data after processing.

Such as :

- a- Monitor (Screen) b- Printer c- Disks. e- Speakers.

3- **Central Processing Unit " CPU ":-**

It contains the following :

- A- Arithmetic and Logical Unit.
- B- Control Unit.

**\*\* The case – System Unit** :-Some times we call it CPU. It is that case which contains the most important devices for running your computer such as :

a- Power Supply. b- Processor. C- Hard Disk. D- Mother Board. e- RAM and ROM memories.

**4- Storage Device:-** I mean by it the devices that we use to store data. Like these devices : Hard Disk - Floppy Disk – CD's – Flash Disk.

**Soft Ware:-**

I mean the invisible parts of the computer, such as:

- 1- **Operating systems** (Dos, Windows,...etc.)
- 2- **Application Programs**( MS-Word, MS-Excel , ...).
- 3- **Utilities Programs.**
- 4- **Programming Languages** (Basic, Pascal, V.B).

**\*\*\* Computer Memory:-**

**Internal Memory:-**

**1- RAM** :Stand forRandom Access Memory ( it keeps the user data till it processed) for temporary time. It lost the unsaved data if the power gets off.

**2- ROM:** Stand for Read Only Memory( it keeps system files ).

**External Memory:-**

- 1- Floppy Disk.
- 2- Hard Disk.
- 3- CD's.
- 4- Flash Disk.

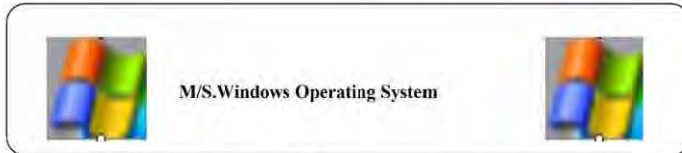
**Key Board :- It is one of the input devices, we can divide its keys to :**

- 1- Alphabet keys (for both Arabic and English letters ).
- 2- Numeric Keypad ( Numbers Keys we find them in the right side of key board).
- 3- Functions Keys from F1 to F12.
- 4- Controls Keys and the arrows keys (Ctrl and Alt).

**Here are some keys functions :**

- 1- **Enter Key** :-It uses to send the command to the computer memory. Also we can use it to go one line down.
- 2- **Back Space Key** :-It uses to go back one space ( to delete the wrong typed letter , symbol or number etc.
- 3- **ESC key** :-It uses to escape from any command appear and you didn't deal with.
- 4- **Alt + Shift** :-We use these two keys to change the language from (English to Arabic the right "Alt + shift" ).
- 5- **Caps Lock:-** This key is for writing in capital (Big letters)
- 6- **Home** :-To put the writing cursor to the line's begin. To go to the first line in the first page in the file, press these keys :**Ctrl + Home**.
- 7- **End key** :-When you press this key it will lead you to the end of the line. But **Ctrl + End** lead you to the last line.
- 8- **Delete key:-**This key is to delete (remove) the selected part.
- 9- **Num Lock key:-**To set the numbers on /off.
- 10- **The arrows keys:-** These keys are for moving the cursor up↓ down↓ Left← and right →





MS. Windows is one of the most common operating systems. It has a graphical user interface, in this operating system we can open more than one window at the same time. There are many versions of Windows such as Windows 98, Windows 2000, Windows NT, Windows XP, Windows Server 2008, Windows 8.

Windows OS has many advantages such as :-

- 1- Facilitate the use of the user and the operating system and other programs on the screen through a graphical environment that does not need to write commands.
- 2- Beginners would easily deal with the windows and switch between open programs and files to deal with the freedom of the nomination file of more than eight characters, which was a restriction on naming files in DOS.

\*\* Here we are going to study Windows 7 \*\*

Desktop:-

It is the first screen appears when you run the computer (Press Power on), and you can say the desk top is the main interface for the windows operating system.

There are some icons on the desktop you can use to deal with your computer such as:



\* You find the following buttons on the top right hand of any window



Minimize Restore / Maximize Close

**Mouse Settings:-**

Start -----> Control Panel ( Then from the window appears choose Mouse ( Double click on the mouse Icon ) as shown below:



Then Mouse properties window appears, it contains the following tabs :

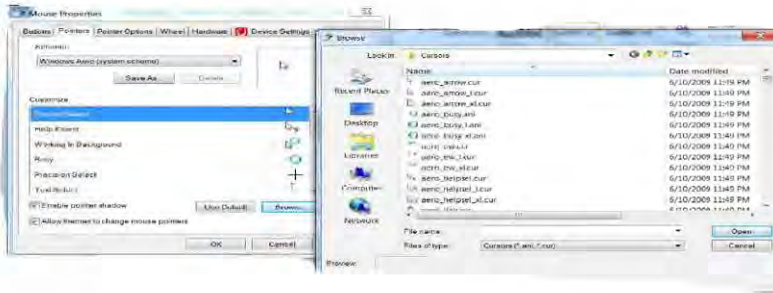


Angkoehal

Buttons Tab( to switch between the normal click and the secondary click, and the double click speed [ slow / fast ]).

**Pointers Tab**( uses to change the pointer cursor )

Pointers →Browse ( then select the cursor and press open ). as in this figure:-



Then press Apply then Ok.

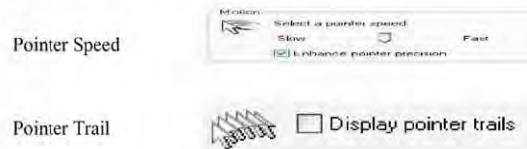
*Angelochoh*

*Angelochoh*

To use the default cursor :

Pointers → Use Default → Apply → Ok.

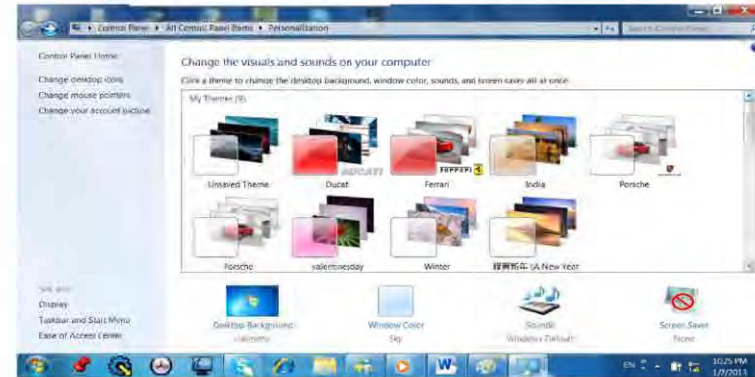
**Pointer OptionsTab**( to change the pointer speed and view the pointer trails



**Display Properties ( Personalization ):-**

To change desktop theme ( background ) or screen saver follow these steps:

Start ---> Control Panel ---> Personalization. ( Then from the window below choose the item you want to set.



*Angelochoh*

**Themes:-**

In this choice you can click on theme to be shown on the desktop.

**Desktop background:-**

To change the background view select one or more of the pictures which will appear when you click on this choice. Then click on save changes to make a new theme or background.

**Screen Saver:-**

Screen saver is a moving design that appears on a computer screen when there has been no input for a specified period of time.

When you select this choice you will see a dialogue ( then from the drop-down list appears selection of the screen savers and select the waiting time then press **Apply**).



Angelocheol

### 3D Text Screen saver:-

After selecting this screen saver click on settings to write a text in the custom text box then press Ok and then Apply.



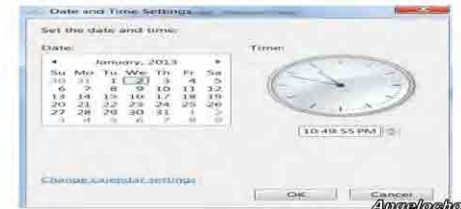
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### Date and Time Properties:-

Start →Control panel ( Double click onDate and Time Icon )

( Or : Double click on the time Icon on the desktop )

Then Click on Change Date and Time Button, when the below window appears adjust the date and the time then press Ok andApply .



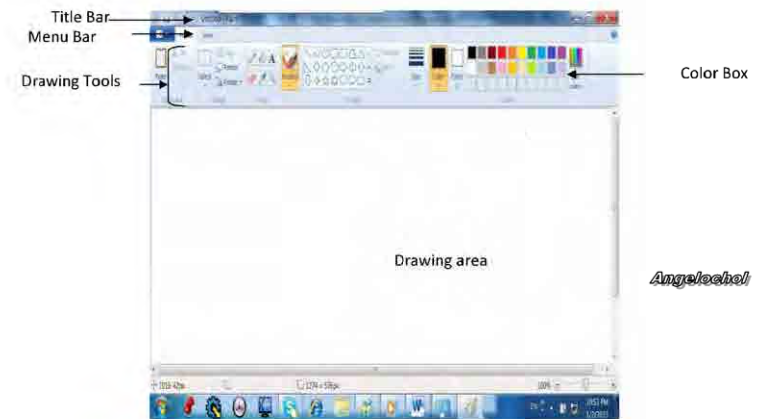
Angelocheol

### M/S. Paint

MS. Paint is one of the accessories of windows system.

How to run MS.Paint:-

Start →Programs →Accessories →Paint ( this window appears )



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\* When you move the cursor over the tools you will see the labels.

\* When you want to draw, just select the tool you want to use then go the drawing area and [ press and drag ].

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\*\* To show the a menu ( like File, Home, View ) Just on the keyboard press **ALT** then the first letter of the menu for example file ( **ALT + F** ).

**Saving files :-**

File (  ) → Save As... ( a dialog box appears as below ):



*Angelocheol*

**Set your drawing as Background :-**

After you finished and saved your drawing, follow these steps:

File → Set As Background ( Fill / Tile / Center ).

**Copy / Cut & Paste a drawing :-**

- \* Select the drawing you want to copy/cut using the select tool
- \* Home → Copy / Cut
- \* Home → Paste.



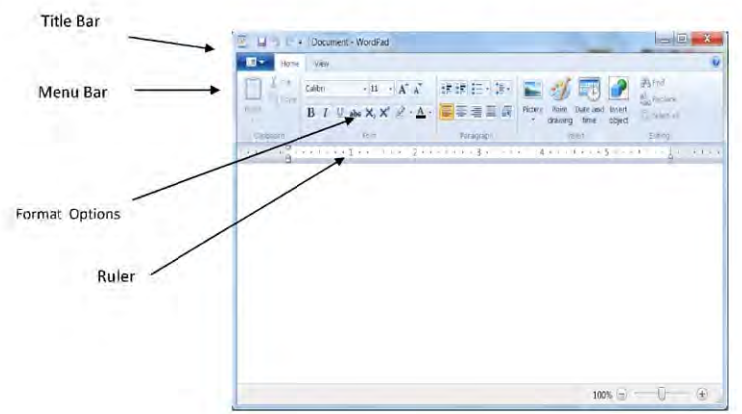
*Angelocheol*

**MS. Word Pad**

It one of the accessories text processing programs, it is simple and easy to use.

How to run MS. WordPad :-

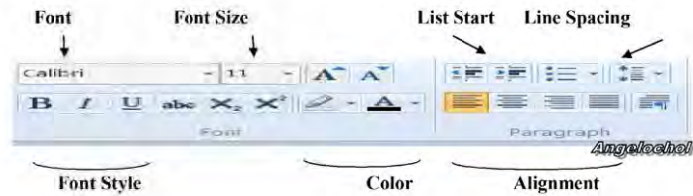
Start → All Programs → Accessories → WordPad ( this window appears )



\* You find the commands ( New, Open, Save, ....) in File menu and ( Copy, Cut, Paste, ...) in Home menu

Format Options:-

You use this bar to format the text.



To format the text:-

- 1- Select the text using ( Ctrl + A ) or the mouse ( Press and drag on the text )
- 2- Then from the format options select your choices and it will change the selected text only.

How to move text from WordPad to Paint program:-

- 1- Write the text in WordPad.
- 2- Select the text.
- 3- From **Home** menu ( tab ) select **Copy**.
- 4- Open Paint Program.
- 5- Then from **Home** menu select **Paste**.

How to move text from Paint to WordPad program:-

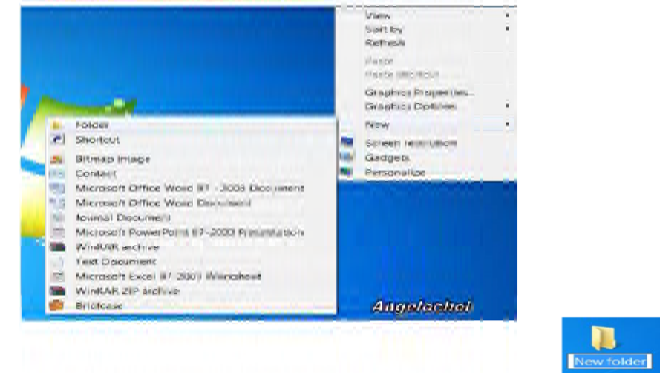
- 1- Draw your drawing.
- 2- Select the drawing with the select tool.
- 3- From **Home** menu select **Copy**.
- 4- Open WordPad Program.
- 5- Then from **Home** menu select **Paste**.

Creating New Folder:-

Steps:-

- Do right click on the desktop.
- Select **New** from the menu appears then select **Folder**.

\* As in the figure below:



\* Then rename your folder. ( Replace the text New folder with the new name ).

Moving files from My Documents to the Folder you created:-

- 1- Open the folder ( **My documents** )( In windows 7 this folder name differ according to the computer user name.
- 2- Select the file you want to move/copy.
- 3- Then copy the file( **Edit → Copy** ) or Right click then copy.
- 4- Minimize the window of my documents.
- 5- Open the folder you created.
- 6- The from **Edit** menu select **paste**.( Or Right click then paste ).

# Microsoft Office Word 2007

Prepared by:  
Angelo chol

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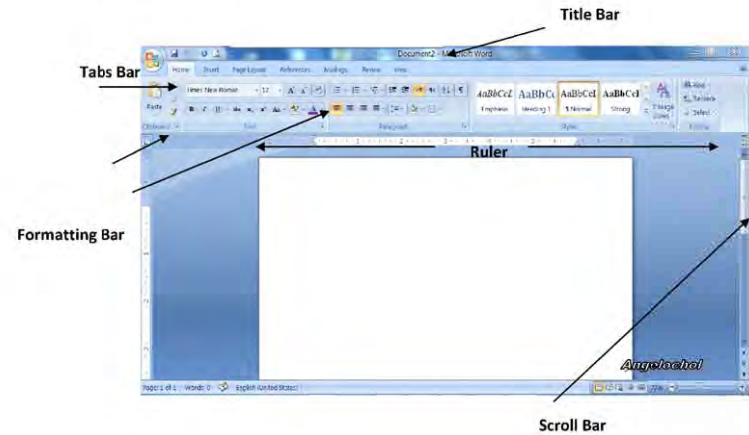
## Microsoft Office Word 2007

Microsoft Word is a word processor program which allow us to type in a nice way , Creating heading papers .It allow us also to create tables , insert pictures ,international symbols , geometry shapes . and many other things .

### How to start MS-Word :-

Start → All Programs → Microsoft Office → Microsoft Office Word 2007.

The following window appears :

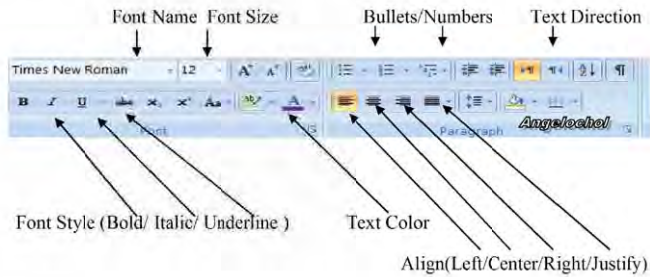


To format a text do the following:

1- Select the text you want to format

( Use the Mouse or the keyboard [Shift + ] )

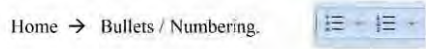
3- Then on Home Tab select the format options as follows:



After selecting your options click on Ok.

**Bullets and Numbering:-**

Shade the text wanted to be bullet then



Then from the list, select Bulleted or Numbered style.

**How to protect your file with a password:-**

Click on Office Symbol

( File ) on the top left side of the window as below:

Then select **Prepare** and from that select



**Encrypt Document.**

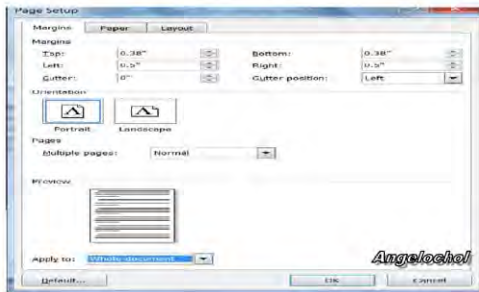
Then write the password and click Ok then

confirm it in the next box and click Ok.

**Page Setup:-**

After you prepared your page and before you print out the document , you may need to setup your page for print, so follow these steps:

Page Layout → Margins → Custom Margins.



- \* Set the Margins ( top, bottom, left, right )
- \* Set the Orientation (Portrait, Landscape)
- \* Then go to paper tab and let paper size be A4.
- \*\* After setting the options click on OK.

#### Page Header and Footer:-

Insert → Header or Footer.

Write the heading or the footer in the rectangle and click on the page.

#### To Insert a picture:-

\*\*\* Insert→ Picture.

The following box appears, select the suitable one, then click on Insert.



\* You can resize your picture using the wrapping style as follows:

Do Right click on the picture then select **Format Picture** then **Layout** then select one of wrapping styles ( Behind text, Infront of Text, ... etc. ) then click on **OK**.

\* To delete the picture, activate it then press delete in the keyboard.

#### To Insert a Clip Art :-

\*\*\* Insert→ Clip Art.

Then a sub menu box will appear, click on Go, then select the suitable clip art, then click on Insert / Double Click on the clipart you want.



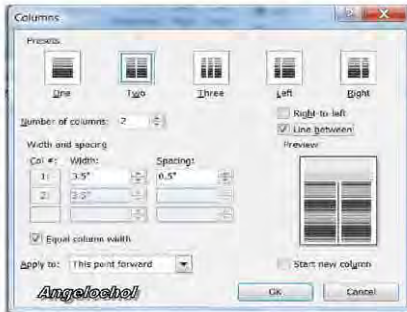
#### Pages Columns:-



\* To split any page to columns, follows these steps:

Page Layout → Columns → More Columns.

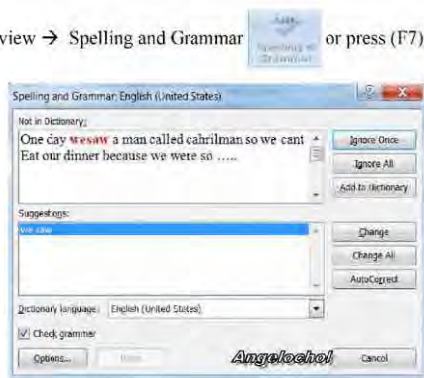
Then select the numbers of columns, and enable the Line between choice, and in the apply to: select This point forward or Whole document then Ok.



\* To move from column to column press the keys [ Ctrl + Shift + Enter ] together.

\*\* To check the spelling and Grammar of written text follow these steps:

Review → Spelling and Grammar or press (F7)



After you finished this message appears { The spelling and grammar check completed }.

**Note :-**You see that the Misspelling words are in Red ( Underlined in red ) and the grammatical errors are in Green ( Underlined in green ).

\*\* To manage these errors we choose one of these buttons:

Ignore, Ignore All, Add to Dictionary, Change, Change All, or AutoCorrect).

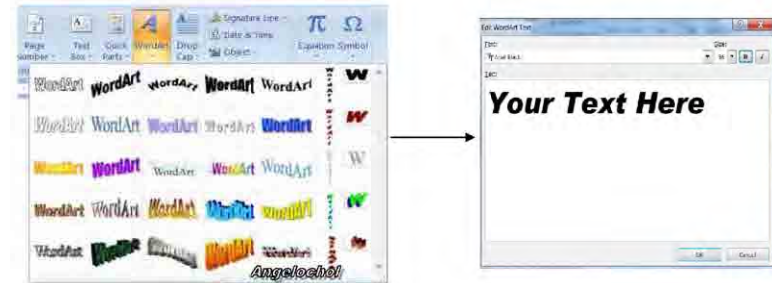
**Word Art:-**

It uses to write some text with a prepared design from the gallery.

To use the word Art follow these steps :

Insert → Word Art.

Then select the style you want from the WordArt Gallery :



After selecting the design, write your text in the place of the text “ Your Text Here “ and click on OK.

**Text Box:-**

To add a text box to your page

\*\*\* Insert → Text Box → Draw Text Box

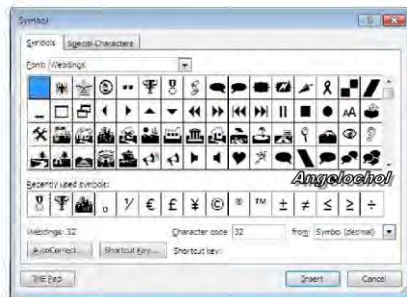
Then Press and drag in the page, this shape appears.



**Symbols and equations :-**

\*\*\* Insert → symbol → more symbols → symbol font → webdings

And select any symbol for your document. The same for equations .



\*\*\* Insert → equations → insert new equation → select from the options either fraction or script or radical for your document



Follow the steps 1,2, and 3. Then click on OK.

**Auto Shapes:-**

\*\*\* Insert→ Auto Shapes.

Then from the list of shapes select one, and drag and press on the page to draw the shape.



\* To write a text into the auto shape:

Right click on the AutoShape and select Add Text.

**Page Numbers:-**

Insert → Page Number.

Then select the position of the numbering and alignment.

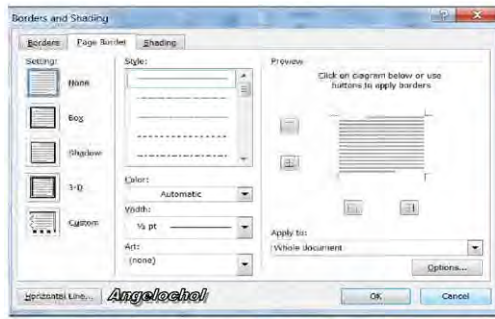
**Page color :-**

Page Layout → Page color.( Then a box appears as below )

Then select any color or open fill effects and select color for page background.

**Page Border :-**

Page Layout → Page Border ( Then a box appears as below )



From Page Borders tab select the style and the color and width of the boarder, or  
 From the Art menu below select the suitable boarder then click on OK.



**How to insert a Table :-**

\* Insert→ Table → Insert Table.  
 Select the number of columns and rows,  
 then click on OK, on the dialog box below:



**How to insert Columns or Rows:**

Select the columns or the rows you want to insert columns or rows before/after.  
 \* Layout→ Insert ( Rows [Above/Below] or Columns [Left/Right])

**\*\* To delete rows or columns :**

Select the column or the row you want to delete.  
 \* Layout→ Delete →Delete ( Columns / Rows ).

**How to merge cells:**

Select the cells you want to merge, Then:  
 \* Layout → Merge Cells.

**How to Split cells:**

Select the cells you want to split, Then:  
 \* Layout→ Split Cells.  
 Then Select the numbers of columns and rows, then click on Ok.

**Table Auto Format :-**

\* Select the table ( Cells ) you want to format.  
 Design → Table Styles (Select one of these styles).

**Print preview and print:-**

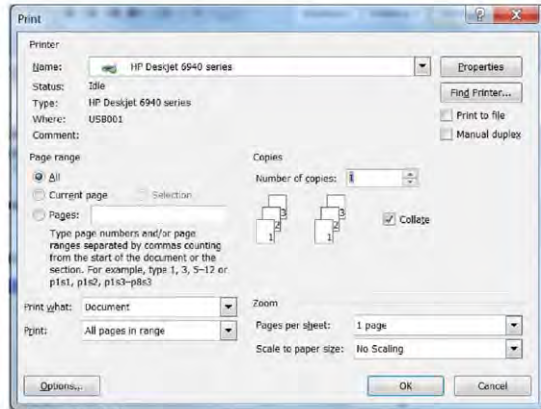
We use print preview to see the last view in which the document will be printed, to do that :  
 File → Print →Print Preview.

**To print out your file contents:**

File → Print ( Ctrl + P )

Appendix III

The following box will appear :



*Angelo Chol*

Select the printer name from the list and set the Page Range ( All, Current page, or Pages [ 1-5 ] from 1 to 5 ) , [1,3,5] for selecting pages then set the number of copies and click OK.

# MICROSOFT OFFICE EXCEL 2007

Prepared by:  
Angelo Chol

0956422275

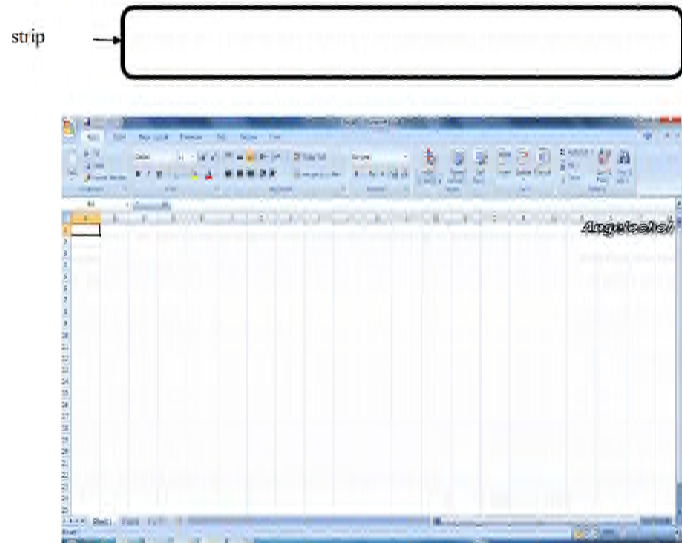
 **Microsoft Office Excel** 

MS. Excel is one of the office package programs; we can use it to deal with mathematical operations, functions and formulas, also it is used to create charts for the Data for more explanation & planning studies.

**How to start MS-Excel 2007 :-**

Start→All Programs→Microsoft Office →Microsoft Office Excel 2007.

The following window appears:(It contains strip with quick access toolbar / Tabs )



- To go to the last line ( Row [ 1048576 ] ) Press Ctrl +
- To go to the last column ( 16384 [XFD]) Press Ctrl +



- Before starting any operation in the cell you must type =

How to add operations in the cells manually:

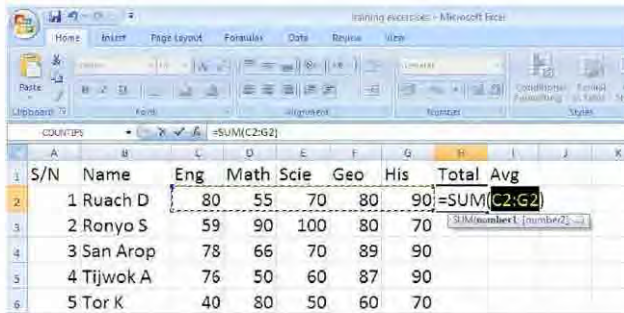
- 1- Write = in the cell.
- 2- Write the cells names ( Range of calculation )

Example : = Sum(A1:D8) , = count(A1:D8) , =Max(A1:D8) , =Min(A1:D8) ,=Mode(A1:D8) or = Average(A1:D8)

	A	B	C	D	E	F	G	H
1	1	44	53	12				
2	2	55	65	34				
3	3	22	76	34				
4	4	88	87	45				
5	5	99	98	56				
6	6	34	34	67				
7	7	23	45	78				
8	8	76	56	89				
9								

- 3- Then press Enter or ( )


Below is example for calculating the total of Students Marks :-



S/N	Name	Eng	Math	Scie	Geo	His	Total	Avg
1	Ruach D	80	55	70	80	90	375	
2	Ronyo S	59	90	100	80	70	399	
3	San Arop	78	66	70	89	90	393	
4	Tijwok A	76	50	60	87	90	363	
5	Tor K	40	80	50	60	70	300	



- 1- Select the cell ( E2 | Total ) and write =
- 2- Write the cells of the subjects to be in the selected cell as = Sum(C2:G2)
- 3- Then press Enter or ( ✓ )

#### Another Way for Summation :

- 1- Select the Cell to insert the sum in.
- 2- Go to the Auto Sum sign in the Home toolbar (  )
- 3- Then select the Range of the data and press Enter

\* With the same steps you can do the Subtraction, Division, etc ....

#### To save the file :-

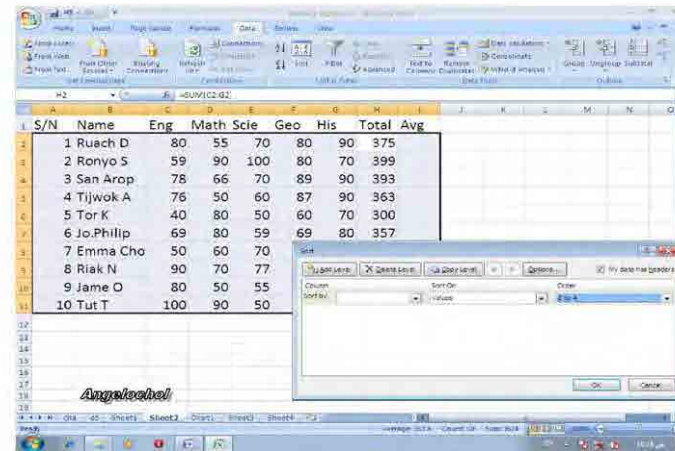
File (  ) → Save As .. (  )

The write the file name and press Save.

How to sort student marks according to Total :

Steps:

- 1- Select the data wanted to be sort .
- 2- Click on data at the menu
- 3- Select sort from Z to A



S/N	Name	Eng	Math	Scie	Geo	His	Total	Avg
1	Ruach D	80	55	70	80	90	375	
2	Ronyo S	59	90	100	80	70	399	
3	San Arop	78	66	70	89	90	393	
4	Tijwok A	76	50	60	87	90	363	
5	Tor K	40	80	50	60	70	300	
6	Jo.Phillip	69	80	59	69	80	357	
7	Emma Cho	50	60	70				
8	Riak N	90	70	77				
9	Jame O	80	50	55				
10	Tut T	100	90	50				

#### To rename a sheet :

Home → Format → Rename Sheet. Write the name to replace the default name (Sheet1). Or click right on sheet then select rename .



#### To insert new sheet:

Home → Insert → Insert Sheet.

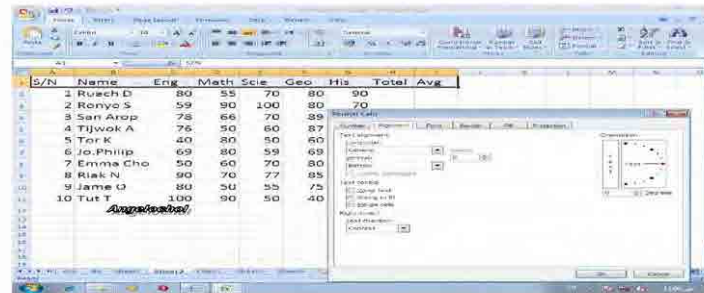
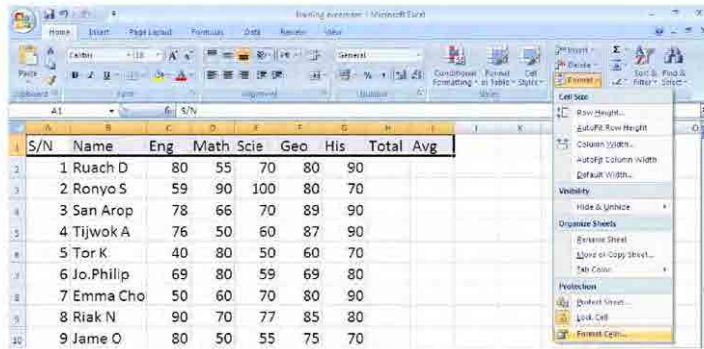
( It will be inserted before the selected sheet).

Also you can insert Rows or Columns with the same way.

Home → Insert → Insert Sheet Rows / Insert Sheet Columns.

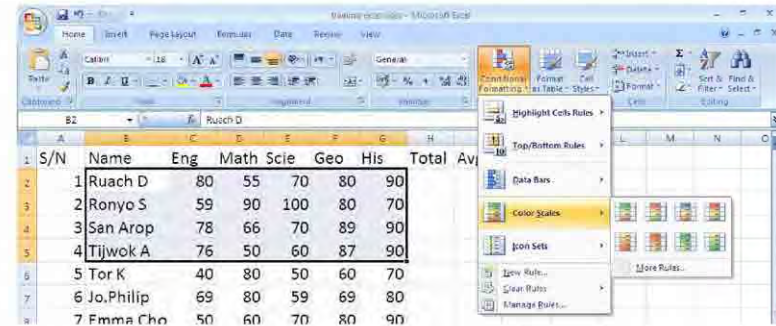
**Format cells :-**

- Select the range of cells you want to format.
- Go to **Home**→**Format** then select **format cells**
- If you want to format some selected cells ( Row or Column ) according to a style do the following:
  - Select the cells.



**Conditional Format:-**

\* **Home**→ **Conditional Formatting** → **Color scales** → select colors.



**Functions:-**

You can also insert functions using the excel to calculate Average, Sum, Mode ...etc.

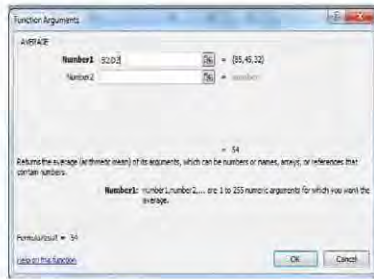
For example:-

To calculate the Average for the students marks:

- 1- Select the cell to insert Function in. ( F2 )
- 2- Formulas → Insert Function → Average → Ok



And in the below window select the Range of the numbers and press OK



\*\* You can follow the same steps to find the Mode, Max, Min and the other Functions in the list.

**Conditional Function If :-**

This function used when there are conditions to get values or results.

**Example:-**

To find if the Business gain profit or loss according to status .

Formulas → Insert Function → If → Ok.

Then select the range and write the value if true ( profit ), Value if false ( loss ), then press Ok.



**How to calculate the allowances ( Food, Transportation ) and deductions ( Taxes, Stamps ):-**

Let us say that allowances percentage is 10% and deductions percentage is 5%, so the equations will be:

**Allowances = Basic Salary \* Percentage**

**Deductions = Basic Salary \* Percentage**

**Net Salary = Basic Salary + Allowances – Deductions**

**Allowances :-**

S/N	name	Gender	salary	allow	Tax	pen	T.allow	Net salary
1	Ruach D	m	600	=D2*10%				
2	Ronyo S	f	700					
3	San Arop	m	400					
4	Tijwok A	m	500					

**Tax :-**

S/N	name	Gender	salary	allow	Tax	pen	T.allow	Net salary
1	Ruach D	m	600		=D2*10%			
2	Ronyo S	f	700					
3	San Arop	m	400					
4	Tijwok A	m	500					
5	Tor K	m	900					



**Net Salary:-**

S/N	name	Gender	salary	allow	Tax	pen	T.allow	Net salary
1	Ruach D	m	600	60	30	6	24	=D2+E2-F2-G2+H2
2	Ronyo S	f	700					
3	San Arop	m	400					
4	Tijwok A	m	500					
5	Tor K	m	900					

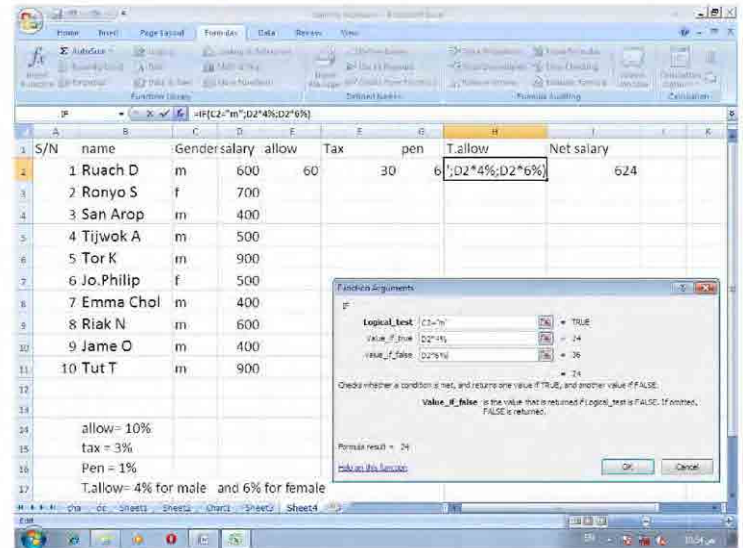
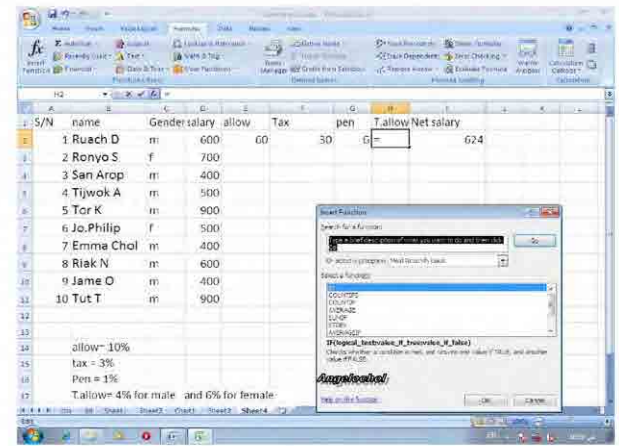
\*\* Note:- To make the function implemented for the rows below for each column we use the fill handle in the bottom right corner (+) then press and drag down.

S/N	name	Gender	salary	allow	Tax	pen	T.allow
1	Ruach D	m	600	60	30	6	24
2	Ronyo S	f	700				
3	San Arop	m	400				
4	Tijwok A	m	500				

**Example 2:**

Find transport allowances if it equal 4% for male employee and 6% for female employee in one of departments

Transport Allowances:

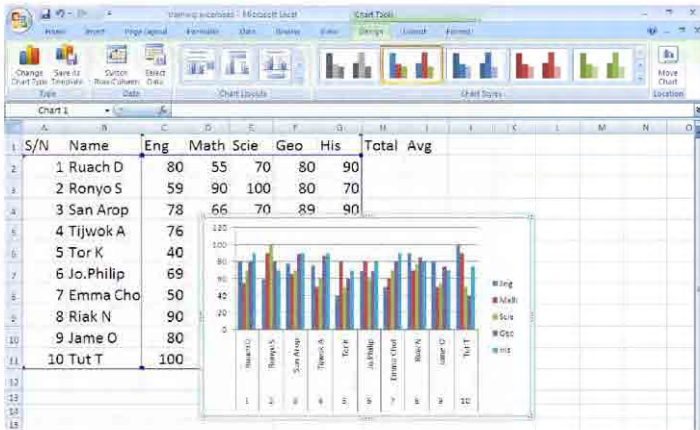


**Charts :-**

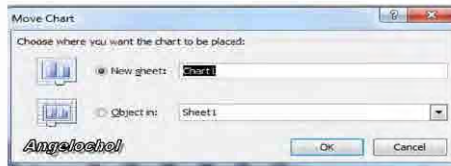
Chart is a graphic representation of data or more understandable.

To insert chart for the tables, follow these steps:

- \* Select the table or the data range.
- \* Insert → Chart → Column ( You can choose another type Bar, line, pie ... etc ).
- Click on the chart style ( 2D, 3D, ... etc ) then you shall see the chart on the sheet.
- \* We can change chart location as follows:
- \* Select the chart.



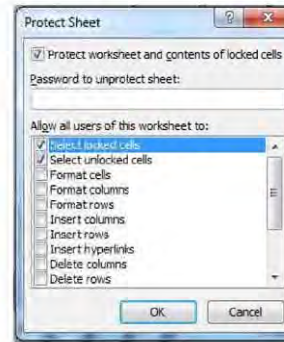
- \* Go to **Design** → **Move Chart**. ( This dialogue box appears )



### Sheet Protection:-

To protect a sheet from modifying do the following:

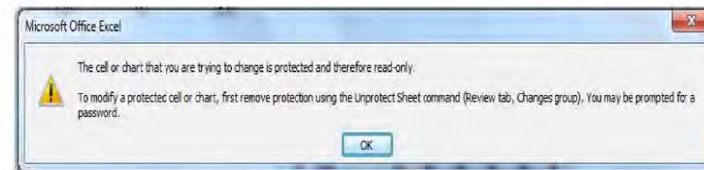
- \* Home → Format → Protect Sheet



Enter the password and click Ok, then reenter your



- \* If you try to write in the protected sheet the following message appears




### To Unprotect the protected sheet :

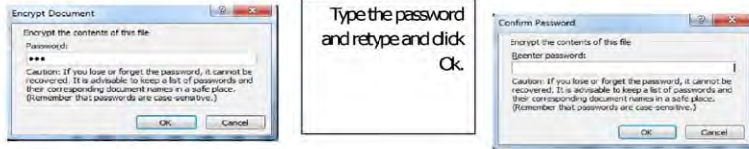
Home → Format → Unprotect Sheet



Enter the correct password and click OK.

**How to create password to open a file :-**

File (  ) → Prepare → Encrypt Document.

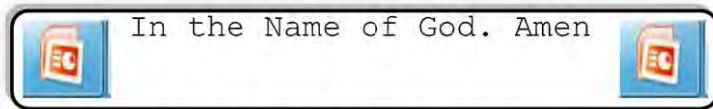


\* So when you try to open your file he will ask you to enter your password, if you did not enter the correct one the file will not open at all.

**Appendix IV**



Prepared by:  
Teacher\ AngeloChol



## Microsoft Office Power Point

Power Point is the a program used for advertising, TV. Artsy Production and media.

### How to start MS-Power Point :-

Start→Programs→Microsoft Office →Microsoft Office Power Point.

The main window appears ( Presentation 1), it contains slide as below:



### Slide Layout:-

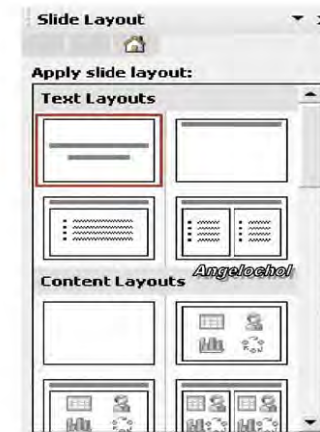
To change the slide layout, follow these steps:-

Format → Slide Layout .

Then select the suitable layout from the list appears (The window contains the following layouts groups:

Text Layouts, Content Layouts, Text and Content Layouts, and Other Layouts

When you click on the layout it will change the selected slide layout.

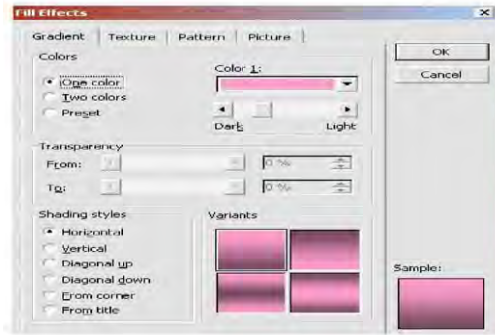


### Slide Background:-

Format → Background → Fill Effects or More Colors.



- \* If you choose more colors, select one of the colors and click on OK then Apply.
- \* If you choose fill Effects ... the following window appears, with different tabs (Gradient, Texture, Pattern and Picture).
- \*\* When you select a tab select the available choices and click on OK then Apply.



*Angelocheh*

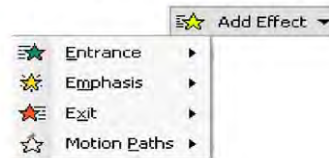
\*\* If you want to set the same background to the all slides in the presentation select Apply to All instead of Apply.

**Slides Custom Animation:-**

You can customize an animation to all objects ( Text, picture, WordArt, etc...).

The Steps:-

- 1- Select the Object you set animations to.
- 2- Slide Show → Custom Animation → Add Effects.
- 3- Then select an effect for Entrance, Emphasis and Exit. Also you can select the motion paths.



- 4- When you select the motion, you may need to modify the start and the speed as below:



Then click on Play to see if you need change any more.

**Note :-**

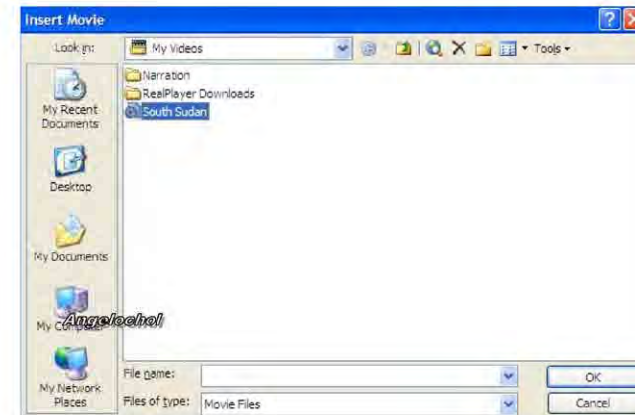
You can set the Start for first Object in the motion list order ( Start with Previous and the others after previous instead of ' On click ).

**Inserting Video Clips/ Sounds :-**

You can add Video clips to any of your slides:

Insert → Movies and Sounds → movie from file / Sound from file..

Then select the movie ( Sound ) and click on Ok.



Then from the message appears select automatically.



#### Slide Show:-

After you finish you slide formatting, to see you slide do the following:

Slide Show → View Show ( F5 ).

Or :

View → Slide Show.

Or from the bottom of the slide select



#### To get new slide :-

Insert → New Slide ( Ctrl + M )

#### To get a copy of the same slide :-

Insert → Duplicate Slide.

#### To delete a slide :- ( Select the slide )

Edit → Delete Slide.

#### You can view your slide in one of the following:

1- Normal ( for the design view )



2- Slide Sorter ( for viewing all slides in on window )



#### 3- Slide Show



#### Slide Transition:-

We use the slide transition to add effect when the show go to the next slide.

Slide Show → Slide Transition.

Then from the list below select the transition and you may modify the speed and add sound effects.



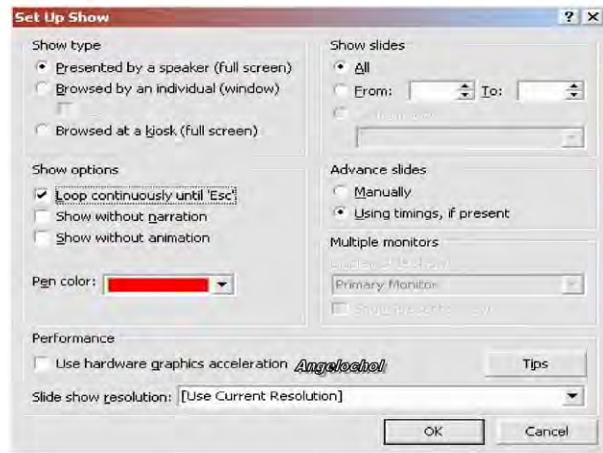
\* You can leave the Apply to the selected slides or choose Apply to All Slides.

\* The advance slide you can choose Automatically After a period (Seconds/ minutes) or leave it On mouse click.

#### Continues slide Show:-

If you want your show to continue until you stop it when needed, follow these steps:

- 1- Slide Show → Setup Show
- 2- From the window below, select from the show options [ Loop continuously until ' Esc' , and for the Advance slides select [ Using timing, if present ], and in the slide transition let the advance slides choice be Automatically.



- 3- Then click on Ok.

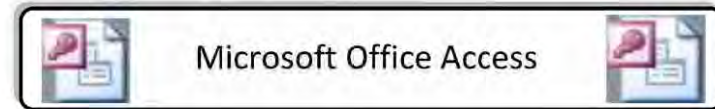
Wish You all the Best,

To Design many slides and to make a good show, at homes in school or even

Work presentations at offices.

Be Creative ...!!!

## Appendix V



Microsoft Access is one of the office package programs. It is a Data Management Program used to enter, modify and view the data in the database.

Databases is a group of related data, used to get information when needed.

MS-Access (DB) database contains the following **Objects**:

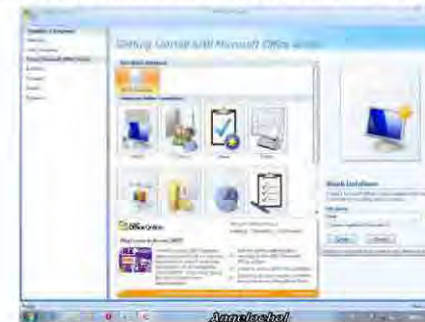
- **Tables** : They are the main data stores, they are formed of Records (Rows) and Fields (Columns).
- **Queries**: They are the questions asked on table according to certain criteria
- **Forms**: They are the interface which we may use to enter or modify data of the tables.
- **Reports**: They are the objects used to view the data of the table or query in a simple print view.

#### How to start MS-Access:-

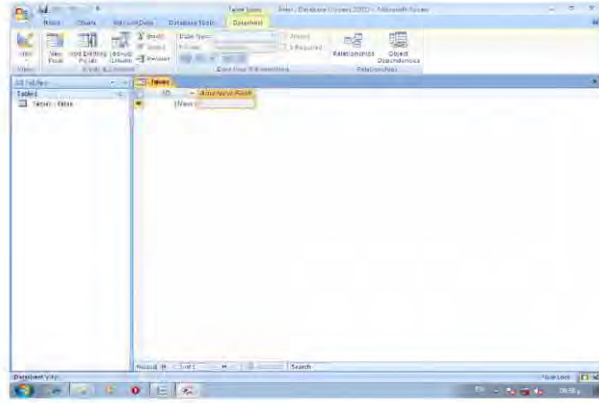
Start→Programs→Microsoft Office →Microsoft Office Access →

Blank Database → name the data and click create .

Then in the window below write the file name ( DB Name) and click on “ Create”.



When the Database framework window appears as follows:



- A- View.
- B- design View.
- C- Table Wizard.

**Table:-**

Create → Table → View → Design View.

When the design window appears, add the fields names and data types as below:

Field	type
Ser	number
Name	Text
Age	Number
Sex	Yes & No
Address	Memo
Salary	Currency
Date of birth	Date and Time

The Database objects appears, with this commands:

**Create:** to create a new table

**View:** to select the design of the object.

**Design view:** to view the design of the object.

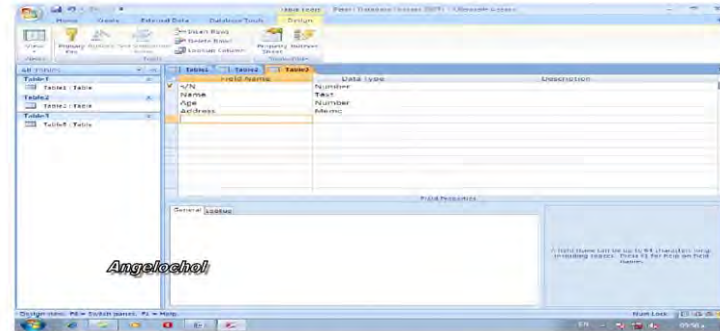
Tables

Tables are the main store for the data.

To create a table with following design:

Fields	No.	Name	age	address
	1	Peter	33	Malakal
Records	2	Dak	43	Juba
	3	Deng	20	Wau

Ways of creating table:

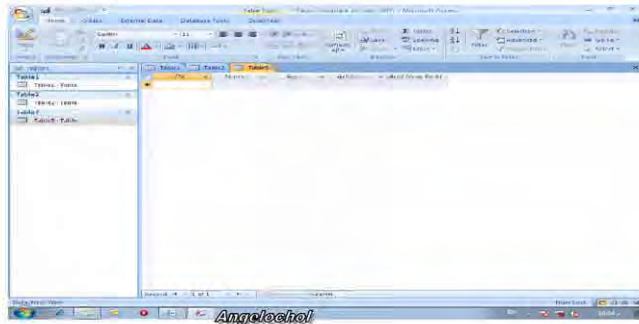


After you set the table design save the table with a name as below:





Then open the table as shown below:



**To add fields:**

Go to the table design view (Tables → table name → design view).

**To delete fields:**

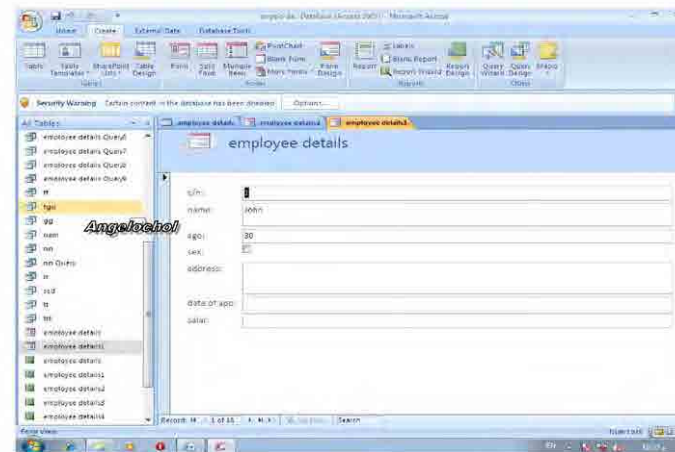
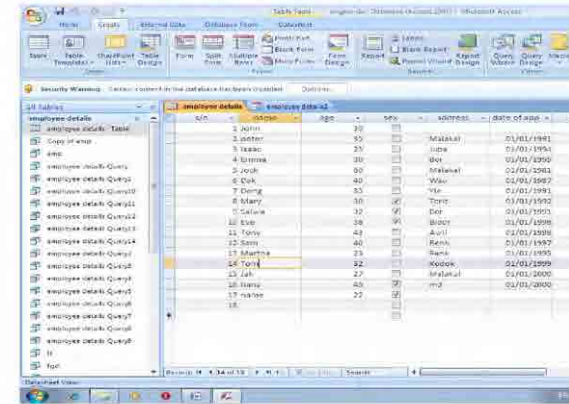
Go to the table design (Tables → table name → design view then delete row).

Forms

Forms are the interfaces which we use to add, delete, and modify data. And any change we make on them takes place in the tables.

**Create a new form:**

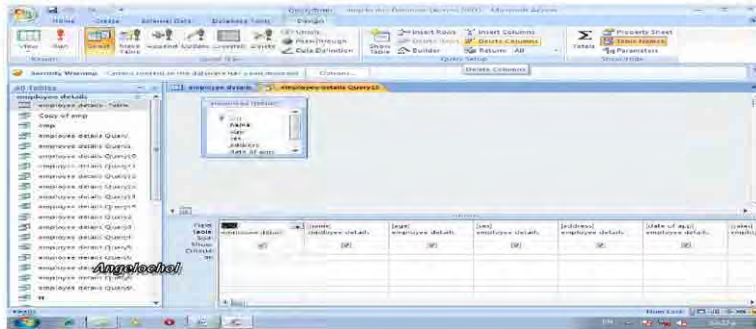
\* Open the table → create → form



The queries are question we ask on tables .

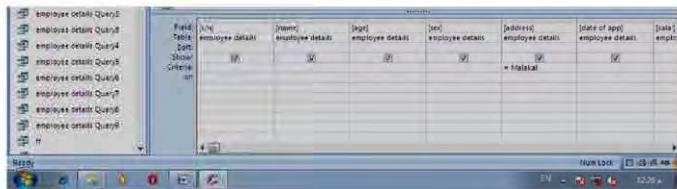
**Create a query using query wizard :**

Queries → create – query wizard – select fields – next – next – modify the query wizard – finish



Then type your question under field you want to ask on .

You can put your query (condition) in the criteria row under the used field, for example to ask directly and get the data of those who are from Malakal

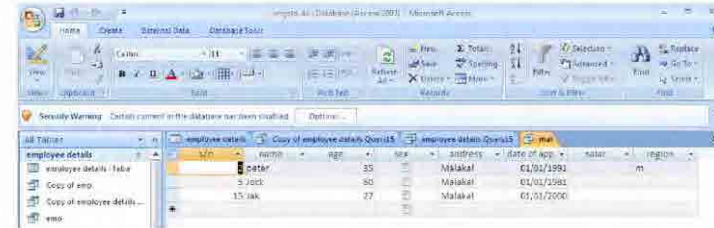


Then save the query.

**To run the query:**

Select the query and click on Open.

Or by double click on the query it will run and show the data as below:



\*\* If you have a table of Salaries and you want to show the employees who has Basic Salary greater than 500 SDG. Open the query design window and in the cell of criteria under the Basic Salary write:

> 500

\*\* If you are searching on name base on criteria ( names = "?????" or names "J\*" or "K" ) then you have to type it under field of names .



**Report**

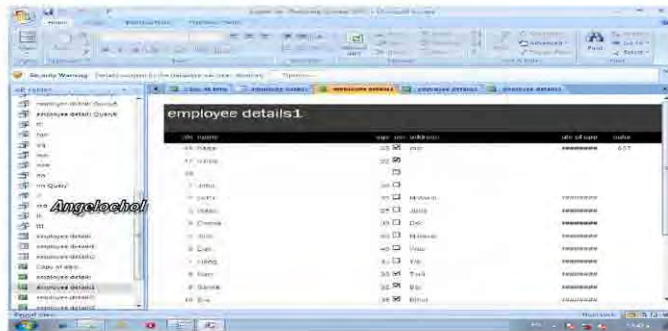
Reports are the data in a simple print view.

We create a new report using many ways such as report and Report wizard.

**Creating a report using Report:**

Open the table or query wanted to report on → create → report

Then follow the wizard instructions till you reach the last step and click on Finish.

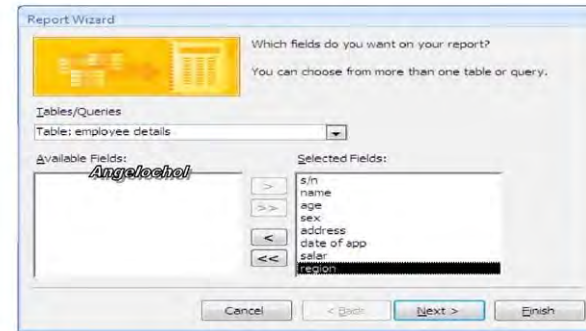


Then view and click on report view .

**Report Auto format:**

In the report design select **Auto format** from the format menu.

Then from the window appears select one of the choices and click on OK.



**Creating a report using the wizard:**

Create → Report wizard → select table or query and field – select level – next – next – select design – modify report wizard then finish .

**Appendix VI**



**Introduction:-**

The internet is an international network based on millions of computer devices, some of these computers are parts of local area networks. The internet contains organizations and people gave others the permission to connect to their computers. The beginning of the internet was in 1969 when the American Ministry of Defense thought to make a communication system called ARPANET ( Advanced Researches & Projects Agency Network).

The internet is not belong to a person or a company, it is being managed by Volunteer Associations which organize how to use the internet and gave each subscriber a different identity, so some workgroups manage the networks such as Internet Society.

Anyone who has a personal computer can use the internet, in past it was open only for the Academics who works in the universities researches. but they extended it to be for all to manage their business and jobs.

**Internet Advantages:-**

- 1) Communications and instant meetings.
- 2) Commerce and shopping.
- 3) Studies and researches.
- 4) TV. And Radio news follow-up.
- 5) Reading the newspapers and the magazines.
- 6) Entertainment( movies ,videos)
- 7) Shopping and marketing all over the world.
- 8) Making instant interviews ,sending documents and certificates.
- 9) Sending Emails

**Internet Disadvantages:-**

1. It may be slow in pages loading and downloads.
2. Information Overloading.
3. It takes much time.
4. It contains non secure data and infected files.

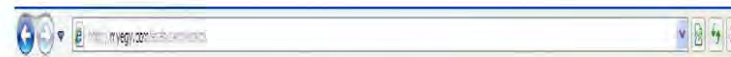
5. It contains illegal information that may not go with or society traditions such as pornography pictures

**To reach the internet you need the following:**

- 1- Personal Computer.
- 2- Visat dish
- 3- Phone Line.
- 4- Internet Service Provider or Modem connection ( Zain ,MTN)
- 5- Web Browser. ( e.g. Internet Explorer, Firefox, Opera etc.
- 6- Website address ,such as <http://www.google.com>

**Web Browsing :-**

To start browsing, you must have a browser such as internet explorer ( you will find it on the desktop in windows), and double click on it or click on start – all programs – Internet Explorer



Then you write your address in the address bar:

The address <http://www.google.com>

http : Hypertext Transfer Protocol.

www: World Wide Web.

Google: The address or page name.

Com: the extension, it stands for commercial.

e.g. of some extensions:

Net: network or special websites.

Org: organization

edu : educational.

gov : governmental.

Ac: academic.

Here are some tools on the standard toolbar, that helps you to browse the web:



To go backward to the previous page.



To go forward.



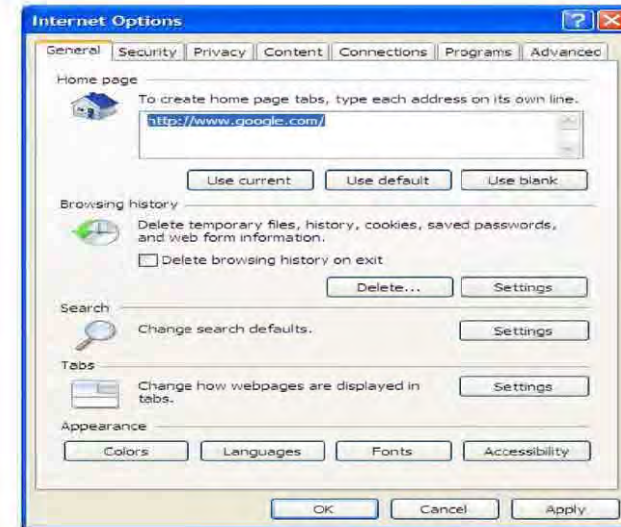
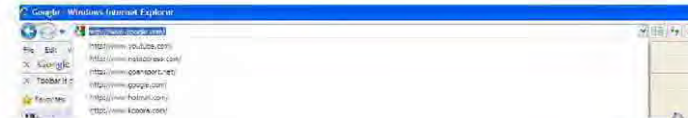
To stop the last browsing or displaying a page.



To update displayed page with the current data.



To open or view the home page.



To open last viewed pages, click on the address bar and select the address from the list:

**The Home Page:-**

The first opened page when you open the internet browser or click on is the home page. And you can change it as follows:

Tools → Internet Options.

Then write the home page address in the place shown for that and click on Apply, then click on OK. As in the figure below:

### E-mail ( Electronic mail ):-

It is one of the internet services, which people use to send and receive messages and different types of information. It is cheap, fast and active to call and connect to others or send and receive data. Also it is international, so when you create an e-mail you can use it anywhere all over the world.

**E-mail Address** is the mailbox of someone on the internet. It is written as below:

Username@ e-mail provider

- the address must be without spaces between the two parts which are separated by @ (at).

#### How to create an e-mail address:

There are many free e-mail providers such as : msn.com , yahoo.com ,google.com

To create a new e-mail in yahoo:

- \* Open the address [www.MSN.com](http://www.MSN.com).
- \* Then click on the link: **outlook** then **Signup**
- \* After that fill the following registration form.

Microsoft account

Already have a Microsoft account? If you use **Hotmail, SkyDrive, Xbox LIVE** and want to claim a new, Outlook.com email address, sign in, or then reassign your account to this email alias.

Not ready to sign up yet? [Learn more](#)

Who are you?

Name  
angelo rhol

Birth date  
March 7 1972

Gender  
Male

How would you like to sign in?

Microsoft account name  
angelocho14 @ hotmail.com

Microsoft account

How would you like to sign in?

Microsoft account name  
angelocho14 @ hotmail.com

Create a password  
8-character minimum, case sensitive  
Reenter password

If you lose your password, how can we help you reset it?

Phone number  
Sudan (+249)  
0956422275

Alternate email address  
angelocho14@hotmail.com

Microsoft account

Country/region  
Sudan

Help us make sure you're not a robot  
Enter the characters you see  
MSTJSSXY  
MSTJSSXY

Send me email with promotional offers from Microsoft. (You can unsubscribe at any time.)

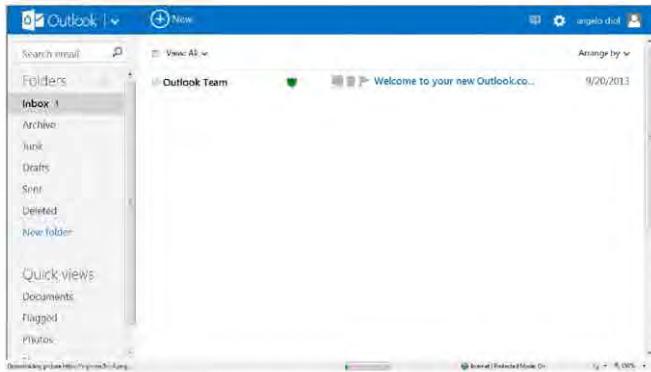
Click **I accept** to agree to the Microsoft services agreement and privacy & cookies statement.

After you filled the form click on **Accept**. And follow the links to get to your mail box after a congratulatory message. Then click on mail in box.

To write the e-mail address it must be complete: [angelocho14@mail.com](mailto:angelocho14@mail.com)

\*\*\* **When you fill the registration form, the alternate e-mail must be an active e-mail and in use.**

**How to open the messages: log in by password to your email**



When you open the inbox, click on the message subject to see its contents.

You can use the e-mail tool bar to delete, forward or reply to the opened message.

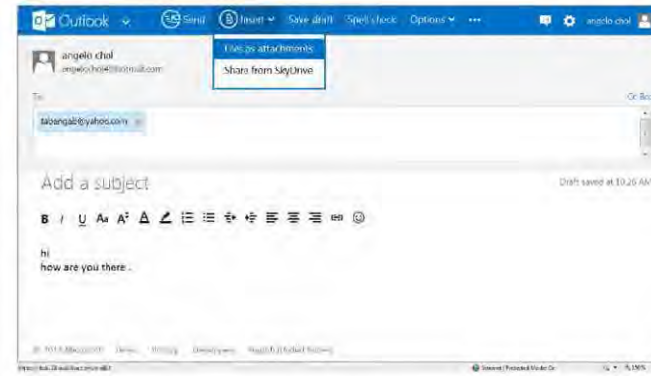
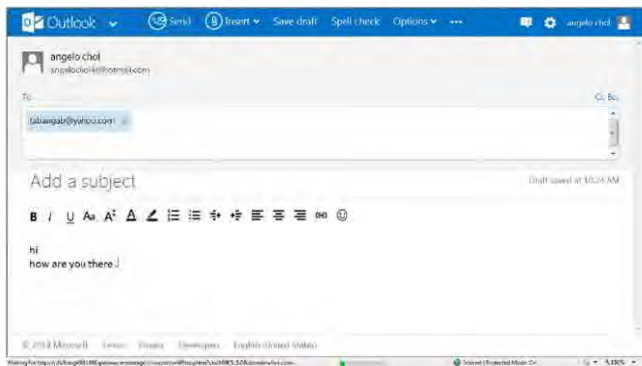
To get out of the mail box click on **Sign Out**.

To get in again from the mail homepage click on sign in the write the user name ( msn ID) and then type the password and click on Sign In. Then click on Mail or get into the mailbox.

To read the new messages click on Inbox.

#### To send an e-mail:

Open the mail box, then click on **New ( compose )**:



After writing the receiver e-mail in the textbox (**To :**) and the whole message click on **Send**.

To attach files (Documents, photos, etc ...) click on **Attach files**, then select the files and after the attachment loaded click on **send**.

\*\* You can add more than one receiver address at the **Cc:** and **Bcc** spaces which will send them a copy of the same message.

#### You can Add contact to your addresses:

open the mail and click on **Contacts**, then click on **Add a contact**.

Write the **Name** and the **E-mail Address** and the other personal information then click on **Save**.

There are many different web pages, which you can use to reach any information you need or look for, here are some search engines web sites:

[www.google.com](http://www.google.com) - [www.yahoo.com](http://www.yahoo.com) - [www.hotmail.com](http://www.hotmail.com)

When you want to search for something for example " Computer ", you have to open the search web site e.g. " [www.googl.com](http://www.googl.com) "



Then click on Google search and you will get many links you can open them by click and then see the information you wanted.

#### Free Chatting:-

Chatting is one of the internet services you can enter the chatting rooms and share different people in discussions with different topics. It performs by writing text.

There are many free chatting rooms, you just need to open the web site ([www.chatchache.com](http://www.chatchache.com)) and write you nickname then click on **Connect**

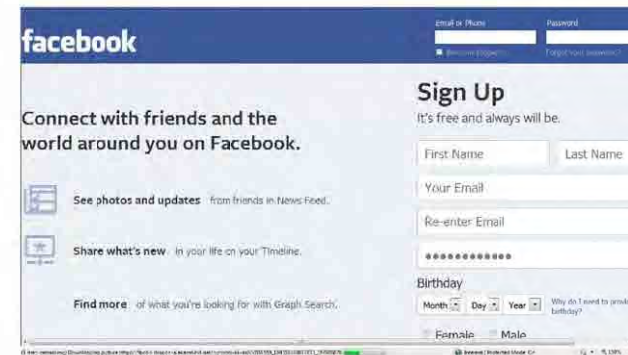
\*\* If you want to be in private with someone, you just enter the chatting room and click on the name of the person you want.

#### Facebook:-

The Facebook is one of the internet chatting services, but it need an e-mail address ( ID ), that you have to register or to have an e-mail. It allows you to make instant messages with friends , or voice conversation or video conversation ( The video conversation need a web camera).

#### Facebook:-

After opening the website



Then fill the registration form as above

#### Contacts → Add a contact.



To start chatting and conversation Facebook:-



\* Open the Face book by login gin of the following:

- 1- Send an instant message.
- 2- Call a friend (Start a voice conversation).
- 3- View webcam (start a video conversation).



Note: Now we have many other new services in the internet same as the messenger for social communication with free accounts, only you need to have an e-mail address and register in the web site of that service such as:

- 1- Skype (you need to install a program).
- 2- Facebook (you need to register online).
- 3- Twitter register online too.
- 4- YouTube

Facebook: Angelo Chol

Appendix VII  
Attendance Record

(omitted)



**JICA Project Team**



**The Project for Comprehensive Planning and Support for Urgent Development  
on Social Economic Infrastructure in Malakal Town**

## **4. Final English Documentation Training Report**

**Malakal Vocational Training Centre  
From 30<sup>th</sup> Sep. to 30<sup>th</sup> Oct., 2013.**

**Table of Contents**

S/N	Content	Page
1	Introduction	A7-109
2	English Documentation Trainers' Profiles	A7-110
3	English Documentation Trainees' List	A7-113
4	Daily Activities	A7-114
5	Closing Ceremony	A7-114
6	Training Report <ul style="list-style-type: none"> <li>i. Trainer's Report</li> <li>ii. Trainees' Assessment</li> <li>iii. Way Forward</li> </ul>	A7-115

**Appendices:**

Appendix No.		Page
Appendix I	List of References used in English Documentation Training	A7-116
Appendix II	Attendance Record	A7-117

**Introduction:**

**English Documentation Training** aimed at raising capacity building of the employees. The participants (20) were from different ministries of **Upper Nile State**. The training took one month duration from **30<sup>th</sup>. Sep. to 30<sup>th</sup>. Oct. 2013** at Malakal Vocational Training Centre (MVTC). The program was funded by Japan International Cooperation Agency (JICA).

The training covered the following areas:

1. Reading improvement
2. Note taking
3. Writing skills
4. Report writing
5. Proposal writing
6. Grammar (Language)

**English Documentation Trainers' Profiles:**



**Name:** Twong Yolong Kur Okiejo

**Sex:** Male

**Date of Birth:** 1/1/1948

**Place of Birth:** Lul, Pashoda County, Upper Nile State

**Nationality:** South Sudanese

**Education Background:**

- ❖ University of Khartoum, Faculty of Arts (1969-1974) B.A. Honors' English Language
- ❖ Diploma in Teaching English as a Foreign Language (TEFL), Moray House College of Education, Edinburgh Scotland (1979- 1980)
- ❖ Master of Arts in English Language Teaching, Sudan University of Science and Technology, Khartoum, Sudan (2003- 2005)

**Work Experience:**

- ❖ Teacher of English, Atar Secondary School (1974- 1982)
- ❖ Deputy Headmaster, Atar Secondary School (1978- 1979)
- ❖ Headmaster, Atar Secondary School (1979- 1982)
- ❖ Headmaster, Malakal Boys Secondary School (1982- 1986)
- ❖ Deputy Director, Educational Planning, Upper Nile Region (1986- 1988)
- ❖ Supervisor, Southern Students in Northern Region (1988- 1989)
- ❖ Expatriate to Yemen to teach English (1989- 1994)
- ❖ Teacher of English, Upper Nile University (1995 to date)

- ❖ Head of English Department, UNU (2000-2003)
- ❖ Deputy Dean of Faculty of Education (2005- 2009)
- ❖ Head of English Department (2010 to date)
- ❖ English Language Consultant, UNMIS- Malakal (2007- 2011)



**Name:** James Aywok Along

**Sex:** Male

**Date of Birth:** 1/1/1962

**Place of Birth:** Dolieb Hill, Upper Nile State

**Nationality:** South Sudanese

**Education Background:**

- ❖ Joined University of Juba (1983)
- ❖ Bachelor Degree of Education (Arts) in English Language and Geography, University of Juba (1988)
- ❖ Post Graduate Diploma in English Language Teaching, University of Khartoum (1999- 2000)
- ❖ Master Degree in Teaching English as a Foreign Language, University of Juba (2000- 2002)
- ❖ Pursuing Ph.D. Studies at University of Juba

**Work Experience:**

- ❖ Teacher, Imatong Secondary School, Sudan (1988- 1989)
- ❖ Seconded to teach English Language in Yemen (1988- 1994)
- ❖ Teaching Assistant, English Department, Upper Nile University (1996)
- ❖ Part-time teacher of English Language at Quran University, Faculty of Education, Malakal (1996- 1998)
- ❖ Lecturer, English Department, Upper Nile University (2002- 2005)
- ❖ Promoted as Assistant Professor and Head of English Department (2006)
- ❖ Teacher, Sudan Open University, Malakal (2004- 2005)
- ❖ Teaching and Training UNMISS officials – Malakal (2006- 2013)
- ❖ Teacher at Nyikango Academy of Languages and Translation since its establishment up to date



**Name:** Mamour Chuol Turuk

**Sex:** Male

**Date of Birth:**

**Place of Birth:**

**Nationality:** South Sudanese

**Education Background:**

- ❖ PhD in Educational Studies and Applied Linguistics  
School of Education, Communication and Language Sciences  
**Newcastle University, UK** 2006 to 2010
- ❖ MSC. In Teaching English as a Second Language (TESL)  
Faculty of Educational Studies  
**Universiti Putra Malaysia (UPM), Malaysia** 1997 to 1999
- ❖ Bachelor of Law  
Faculty of Law  
**El Nilcen University, Sudan** 1992 to 1998
- ❖ Bachelor of education (English and History)  
College of Education  
**Juba University, Sudan** 1989 to 1994



**Name:** Sabet Akwakwan Papiti Yor

**Sex:** Male

**Date of Birth:** 1/1/1972

**Place of Birth:** Malakal – Upper Nile State – South Sudan

**Nationality:** South Sudanese

**Education Background:**

- ❖ Master of Arts in General Translation (English- Arabic/ Arabic- English) College of Graduates University of Juba, May, 2007. Khartoum- Sudan
- ❖ Post Graduate Diploma in General Translation, University of Juba, February, 2004
- ❖ B.A. in General Translation, Faculty of Arts and Humanities, University of Juba, February, 2003
- ❖ Diploma in Teaching English as a Foreign Language (TEFL), Sudan National Centre for Languages, Teachers Training Department. 1999/2000

**Work Experience:**

- ❖ Lecturer of English and translation, Upper Nile University, Faculty of Education, 2007/2010
- ❖ Teaching Assistant (English), Upper Nile University, Centre for Computer Science, 2003/2006
- ❖ Registrar, Faculty of Human Development, Upper Nile University, January-April 2012

**Work Experience:**

- ❖ Director of Centre for Child and Woman Studies (CCWS)- Upper Nile University from July 2012 to date
- ❖ Assistant Professor, Department of English and Literature, Upper Nile University from 2007 to date
- ❖ Lecturer, Department of English and Literature, Upper Nile University from 2000 to 2007
- ❖ Examination Officer, College of Education- Upper Nile University from 1995 to 1997
- ❖ Teaching Assistant, Educational Psychology- Upper Nile University from 1994 to 1997
- ❖ Local government administrative officer, Greater Upper Nile State (prior to re-division of the state ) from 1993 to 1994
- ❖ Intermediate school teacher, Renk Intermediate School- Greater Upper Nile State from 1988 to 1990

- ❖ Director for Public Relations and Information, Upper Nile University, May-June 2012
- ❖ News Translator, Editor and Broadcaster to South Sudan Radio and Television, Malakal since 2006 (part time)
- ❖ Chief Translator, and Languages Consultant to Upper Nile State Council of Ministers since 2007 (part time)

**English Documentation Trainees' List:**

S/N	Name	Sex	Organisation
1	Ruach David Panom	Male	GSEC
2	Ronyo Simon Okac	Male	MGSW
3	SanslausAropAmum	Male	MARF
4	TijwokAropDenyong	Male	MCYS
5	Tor Khor Pouch	Male	MCTI
6	Joseph Philip Akol	Male	MPIRD
7	Emanuel CholAguer	Male	MPIRD
8	RiakNyokLual	Male	MPIRD
9	James Othow Deng Chol	Male	MPIRD
10	Tut Tot Nyuon	Male	MCTI
11	Benjamin DuotJok	Male	MPIRD
12	Peter Thuok Khan	Male	MGSW
13	Nyathow Thabo Deng	Female	MoH
14	BomanOthomOthong	Male	MoH
15	PilualKuachReath	Male	MPIRD
16	WaatDierNiyiom	Male	MPIRD
17	Mary Daniel Mojwok	Female	MPIRD
18	Joseph Scopas Lati	Male	MoT
19	Loum Daniel Fred	Male	MoT
20	Sebit John Chol	Male	MPIRD
21	Elizabeth GwangLaa	Female	MGSW
22	Michael Obwonyo Deng	Male	MoE



**Daily Activities:**

Week	Activity	Materials Used
1	<b>Reading Skills</b> by Assistant Professor James Aywok; <b>Writing Skills</b> by Associate Professor Twong Yolong; <b>English Grammar</b> by Lecturer Sabet Akwakwan.	* Board and Marker Pens * Hand-outs * New Headway
2	<b>Reading Skills</b> by Assistant Professor James Aywok; <b>Writing Skills</b> by Associate Professor Twong Yolong; <b>English Grammar</b> by Lecturer Sabet Akwakwan.	* Board and Marker Pens * Hand-outs * New Headway
3	<b>Note-taking</b> by Assistant Professor James Aywok; <b>Writing Skills and Revision on Writing Skills</b> by Associate Professor Twong Yolong.	* Board and Marker Pens * Hand-outs
4	<b>Revision on Reading Skills</b> by Assistant Professor James Aywok; <b>Revision on English Grammar</b> by Lecturer Sabet Akwakwan; <b>Grammar Test, Proposal Writing</b> by Dr. Mamour Chuol; <b>Reading Exam.</b>	* Board and Marker Pens * Hand-outs * New Headway * Exam Papers
5	Grammar Exam; Closing Ceremony and Certificates Award	*Exam Papers

**Selected Photos for Daily Activities:**



**Closing Ceremony (31<sup>st</sup> October, 2013)**

**Director of MVTTC Mr. Abd-El- Rahaman Ahamed** welcomed the guests and expressed his happiness to take part in the training. He urged the trainees to reflect what they have learned and to respect time because we cannot develop if we do not respect time.

**JICA Expert Mr. Yoshio Fukuda** said he is delighted to participate in the awarding certificates ceremony. He added, these trainings are aid from Government of Japan to build the capacity of government officers in Upper Nile State.

**Mr. Loum Daniel**, spoke on behalf of the trainees to express their experience in **IT Training**. He called the day as **the day of struggle and victory**. He added that the IT Training was very unique.

Furthermore, he revealed that there was network instability during the training. Mr. Loum suggested the provision of computers in government offices to let the trainees practise what they have learnt and be updated to the new technology. Lastly, he thanked JICA for the opportunity they had to be trained.

**Mr. Sanslous Arop**, talked on behalf of the trainees to express their experience about **English Documentation Training**. He said that the training was fruitful; they were able to take notes, and learn proposal writing. He commented on the period of English Training which is to them very short.

**Director General of Ministry of Labour, Public Service, and Human Resource Development, UNS, Mr. Peter Mayom** on his speech appreciated and Thanks JICA for this training. He went on saying; training is a sole mandate of Ministry of Labour. He requested from JICA to train more staffs in different fields like Management, IT, English,...etc.

**Eng. James Twong Lwanyo, Director General of MPRID**, introduced the Minister for Physical Infrastructure and Rural Development to deliver his speech. He advised the trainees to put what they have learnt in practice.

**Hon. Elijah Liej Bany, Minister for MPRID**, thanked all the attendants of the ceremony. He went on saying that, it is a privilege to address this ceremony on behalf of MPRID, and said that the challenges mentioned by trainees such as network problem and shortage of computers in the ministries are not challenges to UNS Government because they were included in this year's budget. He concluded with a proverb saying: **“Instead of giving someone fish is better to teach him/her how to fish.**

**Training Report:****i. Trainer's Report**

**NYIKANGO ACADEMY OF LANGUAGES AND TRANSLATION  
(NALT)**

***FINAL REPORT ON ENGLISH DOCUMENTATION TRAINING***

1. The course started on the first of October and ended on the thirty-first of October 2013 covering four weeks.
2. The training covered the following:
  - Writing skills.
  - Report writing.
  - Reading skills.
  - Note-taking.
  - Proposal writing.
  - Memo writing.

➤ Language study based on Pre-Intermediate Headway English.
3. The course seemed to have impressed the attendants most of whom lamented their poor backgrounds and wished a longer period than four weeks of intensive training.
4. The course tutors feels that such trainings are useful and should include officials from the counties.
5. We would like to thanks JICA for initiating such an opportunity for our working public servants instead of sending people abroad for an activity that could take place at home. As such the Academy is hereby ever ready to undertake such a training if called upon in future.

**Sabet Akwakwan Papiti Yor  
Director, Nyikango Academy**

**ii. Trainees' Assessment**

PROGRESS TESTS & EXAMS RECORD (Pre-Intermediate Level) October 2013  
(FINAL ASSESSMENT Batch one)

(omitted)

Sabet Akwakwan Papiti Yor  
Director, Nyikango Academy

Associate Professor, Twong Yolong Kur  
Head of Training Department

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

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

Date: \_\_\_\_/\_\_\_\_/2013

Date: \_\_\_\_/\_\_\_\_/2013

**Key: A=4 points B=3 points C=2 points D=1 point F=0 point**

### iii. Way Forward

The duration of English Documentation Training was very short according to the trainees. They suggested for future training to be three months or more. Generally government employees of Upper Nile State used to be exposed to Arabic language before the independence of South Sudan. Government officials need to be trained in English language; therefore it is advised that batches of trainees should follow this batch.

### Appendices:

#### Appendix I

##### List of References used in English Documentation Training:

Byrne. Donn, (1993) *Intermediate Comprehension Passages*, Longman: London.

McGraw, (2001) *The Writer Choice (GLECOE) Grammar and Composition*, Hill Companies.

Mikulecky. B & Jefferies L, (1996) *More Reading Power*.

Wallos, J. Michael, (2004) *Study Skills in English*

Soars, Liz and John (2007) *Headway Pre-Intermediate 3<sup>rd</sup>. edition*, Oxford University Press.

Soars, Liz and John (2005) *Headway Intermediate and Upper Intermediate*, Oxford University Press.

Appendix III  
Attendance Record

(omitted)



**JICA Project Team**



**The Project for Comprehensive Planning and Support for Urgent Development  
on Social Economic Infrastructure in Malakal Town**

## **5. Final Accounting Training Report**

**Malakal Vocational Training Centre  
From 16<sup>th</sup>. Oct to 15<sup>th</sup>. Nov, 2013.**

**Table of Contents**

S/N	Content	Page
1	Introduction	A7-119
2	Accounting Trainer's Profile	A7-120
3	Accounting Trainees' List	A7-120
4	Daily Activities and Photos	A7-121
5	Accounting Training Closing Ceremony	A7-121
6	Training Report <ul style="list-style-type: none"> <li>i. Trainer's Report</li> <li>ii. Trainees' Assessment</li> <li>iii. Way Forward</li> </ul>	A7-124

**Appendices:**

	Appendix No.	Page
Appendix I	Public Financial Management	A7-125
Appendix II	Cost Accounting	A7-127
Appendix III	Financial Accounting	A7-129
Appendix IV	Taxes and Subsidy	A7-132
Appendix V	Labour Law	A7-133
Appendix VI	Concept of Personnel Management	A7-134
Appendix VII	Recruitment & (Appointment)	A7-135
Appendix VIII	Time Management	A7-137
Appendix IX	Insurance	A7-143
Appendix X	Attendance Record	A7-144

**Introduction:**

**Accounting Training** aimed at raising capacity building of the employees. The participants (19) were from different ministries of **Upper Nile State**. The training took one month duration from **16<sup>th</sup> . Oct. to 15<sup>th</sup>. Nov. 2013** at Malakal Vocational Training Centre (MVTC). The program was funded by Japan International Cooperation Agency (JICA).

The training covered the following areas:

- Overview of Financial Management
- Cost Accounting
- Financial Accounting
- Taxes and Subsidy
- Labour Law
- Concept of Personnel Management
- Recruitment and Appointment
- Time Management
- Insurance

**Accounting Trainer's Profile:**



**Name:** Okwini Yor Jwanyding Yor

**Sex:** Male

**Date of Birth:** 1/1/1962

**Place of Birth:** Malakal

**Nationality:** South Sudanese

**Education Background:**

- ❖ 1969- Primary School Dar El-Salam
- ❖ 1975- Jongelei Intermediate School
- ❖ 1978- 1979 Juba Commercial Secondary School
- ❖ 1983- 1984 Obtained Sudan School Certificate
- ❖ 1989 Accepted to Juba University as a mature student College of Social and Economic Studies
- ❖ 1995 Awarded B. Sc. Division (II) in Public Administration and Management

**Work Experience:**

- ❖ 1984 Joined Government Service as a joiner Book-Keeper/ Ministry of Finance
- ❖ 1996 Resume Government Service and posted to Taxation Department as Head of Accounts
- ❖ 2000- 2004 Head of Bank Section Finance Headquarters.
- ❖ 2004- 2006 D/Head of Chapter One (Salaries Finance Headquarters)
- ❖ 2007 Executive Director, Minister of Finance Office
- ❖ 2009 D/ Director of Accounts, Ministry of Finance
- ❖ 2010 Director of Planning and Statistics
- ❖ 2011 Director of Budget and Planning up to date

**Accounting Trainees' List:**

S/N	Name	Sex	Organization
1	Dhieng Amum Deng	Male	GSEC
2	Walied Yusuf Fael-El-Mulla	Male	GSEC
3	Charles Pakwan Ayang	Male	MGSW
4	Gabriel Okosti Akwaj	Male	MCYS
5	Gatlwak Wal Diew	Male	MCTI
6	Elizabeth Silvester Deng	Female	MoH
7	Isaac Wonth Obwon	Male	MoH
8	Kur Samuel Chan	Male	MoE
9	Sabit Amum Kak	Male	MoE
10	Ramia Gabriel Oyo	Female	SSUWC
11	Chwol Khan Malaw	Male	SSUWC
12	Yor Aban Nyibek	Male	MPIRD
13	Mutuakel Suleman Mohamed	Male	MPSHRD
14	Joseph Oman Yor	Male	NEC
15	Yai Juang Tuoch	Male	NEC
16	Nicholas Ramadan Elisapana	Male	Directorate of River Transport (RSS)
17	Elizabeth Thomas Onak	Female	MPIRD
18	Susana John Mojwok	Female	MPIRD
19	Elizabeth Edward Nyajwok	Female	MPIRD

**Daily Activities:**

Week	Activity	Materials Used
1	Topics covered are <b>Overview of Financial Management, Cost Accounting, Bank Reconciliation, Taxes and Subsidy.</b>	* Hand-outs * Board and Marker Pens
2	Topics covered are <b>Labour Law, Concept of Personnel Management, Recruitment and Appointment.</b>	* Hand-outs * Board and Marker Pens
3	Topics covered are <b>Recruitment and Appointment, Time Management.</b>	* Hand-outs * Board and Marker Pens
4	Topics covered are <b>Time Management, Insurance and Assessment Test.</b>	* Hand-outs * Board and Marker Pens

**Selected Photos for Daily Activities:**



The trainees are following attentively.



The attendance record is from one to another.



The trainer is explaining the topic of the lecture.



The trainer is listening to one of the trainees.



Chieko is introducing herself and encouraging the trainees.



Chieko is in a short dialogue with the trainer about the training.

**Accounting Training Closing Ceremony (14<sup>th</sup> November, 2013)**

The Master of Ceremony\_ Mr. Luciano Paulo\_ welcomed the distinguished guests, and stated that the course duration was one month.



Mr. Abd-El-Rahman Ahmed, Director, MVTC

Mr. Abd-El-Rahaman Ahmed , Director of MVTC , said that he is very happy for the training done by JICA. JICA is helping a lot in development of South Sudan and Upper Nile State-Malakal. Mr. Abdelrahman advised the trainees to reflect what they have learned to contribute effectively and efficiently in their various fields of work.



Mr. Keizo Inoue . JICA's representative on a speech.

Mr. Keizo Inoue Program Coordinator, Procurement & Logistics JICA project- Malakal, hoped that the trainees gain knowledge from accounting training course to be able to apply it in their offices.





The trainees' representative delivering his speech.

Mr. Yor Aban Nyibek, the trainees' representative, thanked their ministries for nominating them to attend the training to gain knowledge and skills from the valuable topics; however the training time was very short. He closed his speech thanking JICA for conducting basic accounting training.



Eng. James Twong, D.G, MPIRD.

Eng. James Twong Lwanyo, Director General, MPIRD, expressed his happiness and gratitude. He narrated the story of JICA, that they have come to UNS two years ago but within that time they have done many programs to help the government, as they conducted GIS, AutoCAD, English, IT and Basic Accounting training to fulfill the needs of the employees. Lwanyo added that JICA is involved in many activities in the country and also in other countries for example water project in the Capital City Juba which would have cost government a lot of billions of dollars, but JICA is doing it freely.



Hon. Elijah Liej in concluding remarks.

Hon. Elijah Liej Bany, Minister of MPRID, asked JICA to keep on what they are doing. He thanked JICA a lot and MVTC for conducting training in their centre; he hoped that trainees will apply the knowledge in their different offices.

His Excellency said that, next time Ministry of Physical Infrastructure and Rural Development will request from JICA to conduct some training for the employees, because they are here to help UNS government.

**Selected Photos of Certificates Award and the Memorial Picture:**





**List of Participants at Accounting a Warding Ceremony  
October 31<sup>st</sup>, 2013**

	Name	Position/Institution
	<b>UNS Officials</b>	
1.	Hon. Elijah Liej Bany	Minister, MPIRD, UNS
2.	Eng. James Twong Lwanyo	Director General, MPIRD
3.	Mr. Peter Oganjowk Atillo	Director General, Ministry of Health
4.	Mr. Joshua Shawish Adyeng	Director General, MGSW, UNS
5.	Mr. Abd- El-Rahaman Ahamed	Director, MVTC
6.	Mr. John Poul Akec	Deputy Director, MVTC
7.	Mr. Bol Gordern	Director, River Transport, RSS
8.	Mr. Daniel G Wal	Director General, MCII
9.	Mr. Okwini Yorjwanyding	Instructor Director of Budget, MoF, UNS
10.	Mr. Martin Buywomo Aney	D/D.G General Sanitation & Environmental Health, UNS
	<b>Trainees</b>	
11.	Mr. Dhieng Amum Deng	General Sanitation Environmental Cooperation
12.	Mr. Walied Yusi Fadel-El-Mulla	General Sanitation Environmental Cooperation
13.	Mr. Charles Pakwan Ayang	Ministry of Gender and Social Welfare
14.	Mr. Gabriel Okosti Akwaj	Ministry of Culture, Youth, and Sport
15.	Mr. Gatwak Wal Dew	Ministry of Commerce, Trade, and Investment
16.	Ms. Elizabeth Selvester Deng	Ministry of Health

17.	Mr. Isaac Wonth Obwn	Ministry of Health
18.	Mr. Kur Samuel Chan	Ministry of Education
19.	Mr. Sabit Amum Kak	Ministry of Education
20.	Ms. Ramia Gabriel Oyo	MPIRD
21.	Mr. Chwol Khan Malaw	MPIRD
22.	Mr. Yor Aban Nyibek	MPIRD
23.	Mr. Motuakel S Mohamed	Ministry of Labour
24.	Mr. Joseph Oman Yor	MPIRD
25.	Mr. Yai Juang Tuoch	MPIRD
26.	Mr. Nicholas R Elisapana	Ministry of Transport, National Government - Juba
27.	Ms. Elizabeth Thomas Onak	MPIRD
28.	Ms. Susana John Mojwok	MPIRD
29.	Ms. Elizabeth Edward Nyajwok	MPIRD
	<b>Media</b>	
30.	John Amum Kak	Voice of Love Radio Correspondent
31.	Jok Peter	South Sudan TV Correspondent
	<b>JICA Project Team</b>	
32.	Mr. Keizo Inoue	Program Coordinator, Procurement & Logistics
33.	Mr. Ohara Katsuhiko	Program Coordinator, JICA
34.	Mr. Jaipan Samson Oyay	Assistant Coordinator
35.	Mr. Luciano Paulo Jago	Documentator
36.	Mr. Ken Nitta	Construction Supervision Assistance
37.	Ms. Bashaki Kwongo Dak	Secretary

**Training Report:**

**i. Trainer's Report**

Date: - 14<sup>th</sup> November 2013.

To: JICA.

Subject: - Reporting on Accounting Training.

The Accounting Training Course was started on 16<sup>th</sup> October 2013 and ends on 13<sup>th</sup> November 2013, it was held in the premises of Malakal Vocational Training Centre.

The Training was through the week except Saturdays and Sundays and always starts at 3: p: m to 5: p: m.

During the training the trainees were very cooperative and participative and they have a back ground on Accounting, specially Government Accounting and Financial Management.

Ref to the evaluation which was made to the trainees , it was observed that their performance was very good and there is certainty that they have benefited from the training and have actually added some new knowledge of Accounting to their pervious knowledge of Accounting.

The challenges were only that some trainees suffer from the problem of English language.

The way forward is conduct intensive training in English language.

**Best Regards.**

**OkwiniYorJwanyding.**

**Course Instructor .**

**ii. Trainees' Assessment**

**Trainees Evaluation:**

(omitted)

**iii. Way Forward**

For any future accounting training, the trainees should be exposed to authentic and real situation of accounting. In other words, the training should be more practical rather than focusing a lot on theories.

The trainees are lacking knowledge about the computerized accounting. Therefore, it is advised that computers to be used in the training to keep the trainees updated.

**Appendices:**

**Appendix I**

**Public Financial Management**

FINANCIAL MANAGMENT: - Financial management was launched by the government of South Sudan in June 2010 to replace the GFMs which was introduced in the year 2006; financial management means how to control public funds through various accounts records. Financial management consists of the following.

- 1- Planning and Budgeting.
- 2- Budget execution.
- 3- Report and
- 4- Auditing.

Before going to interpretation of the above mentioned financial cycle , Government accounts are kept in the following three parts.

- a- Consolidated Funds.
- b- Contingency Funds.
- c- Public Accounts.

The first cycle in public Financial management in the planning and Budgeting.

- 1- Planning and Budgeting: - this is the stage where all revenues and taxes are summed together to form the State resources envelope, the State envelope of the State is composed of.
  - General Block Transfer.
  - Conditional Transfers.
  - Revenues collected by the State.

Block transfers are used for various commitments of the Ministries or it is generally used to subsidize the State budget and should be allocated to the State priorities through the State planning and budgeting process.

1.2 Legislative Assembly Block Transfers:- this funds are used for financing the emoluments and allowances of the members of the State Legislative Assembly in line with emoluments and privileges of constitutional post holders and members of Legislative Assembly Act 2010.

1.3 County Block Transfers:- this is for financing capital projects at the County level . Each State the same County Block Transfers, but the State can decide what proportion

of the transfers is allocated to each County within the State, however, this year budget allocation to Counties was based on the proportion density wise.

Conditional Transfers: - there are three conditional.

- Salaries Conditional Transfers. This used for funding the salaries of line Ministries in the State.
- Conditional operating Transfers. used for funding operating costs.
- Conditional capital costs. To be used for executing capital projects.

However, before the preparation of the budget the following principles should be put into consideration.

- 1- Realistic budget estimates. Means that all revenues collected must be realistic and no revenues should over or under estimated, estimation should base on past experiences.
- 2- Realistic expenditures estimate. Budgeted expenditures should not exceed the resources envelope of the State and revenues collected by the State must be balanced.
- 3- Budget must be prioritized. The budget must into consideration the priorities of the State, it should not include everything that the State would like to do but, it should include everything that it is able to do. Taking into consideration its limited human and financial resources, like salaries obligation and the project that are ongoing.
- 4- Quantity output. Budget should clearly stated as to what will achieved with the funds allocated, this is important for monitoring performance, in other words budget should the achievement obtained.
- 5- Ensuing that budget are consistent, means the previous summaries of the budget and the current budget or the under preparation should be reviewed to avoid inconsistent of the budget, you must ensure that you have carefully reviewed the budget to ensure that these errors do not occur.

The central transfers plus the state revenues gives us the State resources envelope. After all these information or data have been collected, the State Ministry of Finance will send the budget ceiling to the State spending agencies, each and every State each and every State spending agencies will allocate its ceiling to its various units according to the budget lines and codes, when it is finished, all spending agencies will submit document to the State Ministry of Finance where the necessary correction will be made if any. The State Minister of Finance will submit a memo to the council of Ministers in order to discuss the budget ceiling of the State spending agencies. The State Council of Ministers chaired by H.E. the Governor will discuss the budget document and if there are no amendments, the Council of Ministers will pass the budget. The State Minister of Finance will again modify the budget document and make it ready for the presentation to the State legislative Assembly.

According to article 84(1) of Upper Nile State Transitional Constitution, the Governor shall cause to be presented to the State Legislative Assembly before the beginning of the financial year, a bill on the general budget of the State including.

- a- A general evaluation of the economic and general performance and situation.
  - b- Detailed estimates of proposed revenues and expenditure for the forthcoming year compared to those of the previous financial year.
  - c- A statement of the general budget, any reserves funds, transfer thereto, and allocation therefrom.
  - d- Explanation of any special budget or financial estimates, policies or resources to be taken by the State Government in the financial and economic affairs within the framework of the general budget.
- 2- The Governor shall cause to be submitted to the State legislative Assembly a proposal of total expenditures entered into the budget as an appropriation bill and proposal for taxes, fees and other levies as well as borrowing, investment or saving as financial bill.
  - 3- The Assembly shall discuss and may amend, reject or adopt the budget chapter by chapter including schedules and it shall there after pass the appropriation bill in its totality.
  - 4- When the bill is passed, detailed estimates as specified in the general budget shall be exceeded or saved by a supplementary law.
  - 5- Surplus funds over revenues estimates and funds out of legal reserve shall not also be spent saved by a supplementary appropriation law.
  - 6- After passing of the budget, no funds shall transfer from one chapter to another nor shall any money be spent on an item that is not provided for in the budget without approval of the Assembly.
  - 7- In the event that the Assembly fails to pass the budget bill within a period of forty five days, the Governor shall issue a decree on the budget for that year and such shall be deemed to have been passed by the Assembly in accordance with the previous of this constitution.
  - 8- The Governor shall cause to be presented to the Assembly during the six months following the end of the financial year, the final Accounts for all revenues and expenditures as are set for in that year as well as expenditure withdrawn from the reserve funds and the State Audit Chamber shall audit the accounts as required by article 186 of the Transitional Constitution of the South Sudan and present the results of the audit to the State Assembly. As the above mentioned procedures and process has finished, the second step or cycle of Public Financial Management is the budget execution which shall executed by the Accounts Department and here the role of the budget Department has finished.

The accounts department will start the execution of the budget throughout the year, and render the actual report to the Director General of the Ministry of Finance as well as to the director of budget in order to match it with the budget commitment

on monthly basis. The accounts department will also make reconciliation with the banks and the chest and report to the Director General.

The third step in Public Financial Management Cycle is the reporting , this report will be generated by the Director of Accounts for the Financial year and shall composed of the total revenues realized as per expenditures spent or incurred. The Director of Accounts will also be responsible for closing the Accounts of the State and prepared final Accounts ending the financial year as well as the balance sheet which show the current and fixed assets of the government, debts, liabilities and loans due to the government.

The forth step and the last cycle of Public Financial Management is the auditing process which shall be executed by the audit chamber , the report of the Audit Chamber shall be presented to the State Assembly as stated in article 186 of the South Sudan Transitional Constitution.

By/ Okwini J Yor.

## Appendix II

### Cost Accounting

**Cost Accounting:** - some time called management or managerial Accounting, it is a tool used by management to provide the necessary accounting information for planning and control, it is concerned with the past, present and the future.

- 1- **What is done in planning :-** in planning cost accounting deals with the future , its help management to budget for the future operations or pre-determine cost of raw materials to labor and other manufacturing cost and marketing expenses , these are used to assist in selling prices , and disclosing the profit that will result in considering competition and other economics factors. Costs information is also provided to aid management with the problems of capital information, decisions, expansion of facilities for increased sales promotion.
- 2- **What is done in control:** - in control costs accounting deals with the present comparing the current result , pre- determine standards and budget. Cost should be planned for each activity , function and conditions . through cost accounting management is informed frequently about those operating function that failed to contribute their shares to the total profit or that performed inefficiently there by leading to profit erosion in summary cost accounting deals with the following.
  - a- Establishing costing methods and procedures that permit control and if possible reduction or improvement of cost.
  - b- Aiding or helping and participating in the creation of plans and budgets.
  - c- Creating inventory values for costing and pricing as desire by law and times controlling physical quantities.
  - d- Determining cost of the organization or profit for an annual or shorter accounting period , in total or by segment as determine by management or required by government regulations.
  - e- Providing with cost information in connection with problems that involved a choice from among two or more alternatives course of action e.g decision making.

Scope of Cost Accounting :- cost accounting is applicable to all types of the organizations , being business organization , government institutions Charity club etc, cost concept uses should be modified with reference to the object being costed using description such as direct cost , variable cost, and opportunity cost.

Uses of Cost Data: - collections presentation and analysis of cost data should serve the following purposes.

- a- Planning profit by means of budgeting.
- b- Controlling cost via responsibility of accounting.
- c- Assisting in establishing selling and pricing policies.
- d- Measuring annual or periodic profit .
- e- Furnishing relevant cost data for analytical purposes.

**Importance of cost data for the past , present and the future.**

- 1- Measuring annual or periodic profit including inventory costing pertains.
- 2- Cost control relating to the present cost.
- 3- Planning , pricing and analysis of data for decision or future oriented .

**Cost Classification:- cost can be classified by the following.**

- 1- By the nature of item( natural classification)
- 2- Cost with respect to the accounting period to which they relates , cost may be divided into capital and revenue expenditures.
- 3- Cost in their tendency to vary with the volume of output , and here it can be divided into.
  - a- Fixed cost .fixed cost remained fixed in total irrespectives of change in the volume of output , the unit per cost changes as the volume of output change, examples of fixed cost are , salaries of executive , depreciation and rent.
  - b- Variable cost:- the cost per unit remained fixed , irrespective to change in the volume of output, but the total cost changes as the volume of output changes, e.g cost of fuel , light and water ,supplies , stationeries , small tools.
  - c- Semi- variable cost:- this is the combination of fixed and variable costs e.g supervision costs, depreciation , wages of payroll department and salaries of personnel department.
- 4- Cost in their relation to product. This involved elements of cost .
  - a- Direct materials.
  - b- Direct labor .
  - c- Factory overhead.

Direct material + Direct labor= prime cost.

Direct labor +Factory overhead = conversion cost.

- 5- Costs in their relation to manufacturing departments which is concerned with the direct production of output, services department render services to producing departments.

- 6- Common and /or joint cost e.g cost of machinery , cost of equipment, joint cost is that cost incurred in a certain department before it could reached the other departments.
- 7- Cost for planning and control, and they consist of budget standards cost it is a pre-determine cost.

Cost for analytical purpose.

- 1- Direct materials + Direct labor = prime cost.
- 2- Indirect materials + Indirect labor + other indirect costs = Factory overhead.
- 3- Prime cost + Factory overhead = manufacturing costs.
- 4- Marketing expenses + Administrative expenses = commercial expenses

**Calculation According to the budget items.**

Cost of goods sold for the yaer ending 31<sup>st</sup> December 2012.

S/No	particulars	Amount in SSP	Amount in SSP
1-	Direct Materials		
	Opening inventory materials		100,000
	Add: purchases	10,000	
	Less purchases returns and allowances	100	9,900
	Direct materials available for use		109,900
	Less closing inventory materials		900
	Direct materials consumed		109,000
2-	Direct labor		5,000
3-	Factory overhead		
	Indirect labor	2000	
	salaries	1500	
	Payroll tax	500	
	Light and water	200	
	Depreciation	300	
	Total factory overhead		4,500
	Total manufacturing cost		109,500
4-	Add work in process inventory on Jan 2012		1000
			108,500
	Less work in process on 31 <sup>st</sup> dec.2012		2,000
	Cost of goods manufactured		106,500
5-	Add finished goods inventory on Jan 2012		5,000
	Cost of goods available for sales		111,500
	Less finished goods inventory on 31 <sup>st</sup> Dec 2012		4,000
	Cost of goods soled		107,500

Accounting to the above mentioned computation, expenditure are recorded according to their nature of cost , that is all expenditure that belongs to operating cost must charged to the operating cost example, cost of fuel , wages of production department

or personnel department, overhead expenses , on the other hand all expenses incurred in the executive are charged against chapter one salaries.

The other area of costing of Accounting is the area of FIFO & LIFO.

- 1- **FIFO(First –IN-First Out)**, this two systems of cost accounting is used in the storing department , where if the department is using the method of FIFO then the first goods that were entered into the store must be released first if there is an order to be issued. FIFO means the goods that enter first to the store must release first .
- 2- **LIFO(First In. Last Out)** this means that the goods that was taken to the lastly must issue first, therefore, the etor department must make sure of the goods entering their stores, or the movement of the commodities.

Example:- the following are the information from YYXX company for the month of October 2012,( all the amounts are in SSP)

Oct 1st beginning balance 800 @8 per unit.

Oct 5<sup>th</sup> purchased 200 @7 per unit.

Oct 9<sup>th</sup> 200 @ 8 per unit.

Oct 16<sup>th</sup> issued 500 units.

Oct 24<sup>th</sup> purchased 300 @9 per unit.

Oct 27<sup>th</sup> issued 500 units.

Determine the cost of materials used to the cost assigned to at 31<sup>st</sup> October 2012 inventory by each of the following.a- FIFO and b- LIFO.

### Appendix III

#### Financial Accounting

Date:- 23<sup>rd</sup> October 2013./by/Okwini J Yo

**Financial Accounting.** Accounting system summaries financial data about business and organized the data into useful form, accountants communicate the result to management. The means by which an accounting system accomplishes these objectives is called data processing. Management uses the resulting information to make variety of business decisions. As a business has grown larger and more complex, the rate of accounting systems has also grown. Today the need for total information system with accounting as its base is more pressing, for this reason, accountants must understand all phase of their company's operations as well as the latest development in system design and technology.

- 1- Accounting is the art or the science of recording financial information into the relevant of books of accounts and the system of communicating the system of recording data in a systematic manner is known as the accounting procedures. The accounting systems commence with the golden principles rules of accounts called DOUBLE ENTRY and it says every debit entry must have a corresponding credit entry.
- 2- Subsidiaries Books. These are the books used to supplement the records in the original books of accounts. They as follows.
  - a- Purchases day book :- this book is used to record the daily purchase made by the firm.
  - b- Sales day book:- this book is used to record the daily sales made by the firm.
  - c- Sales Journals:- it is used for the following. I) summaries sales bought on credit over a certain period of time depending on the volume of the transactions. Ii) The totals of sales journals are transferred to sales accounts in the general ledger. Iii) The various debtors accounts in the sales ledger are debited with their respective amounts.
- 3- Cash Book: - cash book is the book kept by the firm to record the cash transactions, it is debited with the entire amount received by the firm and credited with all the amounts paid by the firm.
- 4- Ledger book:- is the book that used to record the transactions extracted from the subsidiaries books.
- 5- Trial Balance: - this is the statement which used to record all transaction from the General ledger.



Example of cash book. Ajak & Sons has the following transactions during the month of July 2012 in their cash book.

July 1<sup>st</sup> they have a balance brought forward of SSP 40,000.

July 4<sup>th</sup> received from Martian Co. LTD an amount of SSP 2,000.

July 5<sup>th</sup> paid to Agat an amount of SSP 5,000.

July 8<sup>th</sup> received from Simon cash of SSP 3,000.

July 10<sup>th</sup> paid cash of SSP 6,000 this payment was made to casual labors.

July 14<sup>th</sup> make payment to Ali Co. of SSP 4,500.

July 15<sup>th</sup> Received from S.S. & R.S. a cash of SSP 2,500.

July 20<sup>th</sup> paid to Michael cash SSP 6,000.

July 21<sup>st</sup> paid cash to others SSP 4,000.

July 24<sup>th</sup> paid to Lado SSP 3,500.

July 26<sup>th</sup> paid cash to K. Adowk. SSP 2,000.

July 27<sup>th</sup> N.S. Haager Co. SSP 1,500.

July 31<sup>st</sup> paid cash to T. Thomes SSP 3,000.

You are required to record these transactions in the cash book of Ajak & Sons.

Ajak & Sons Cash Book During July 2012.

Date	Particulars	Amount/SSP	Date	Particulars	Amount/SSP
July 1 <sup>st</sup>	b/f	40,000	July 5 <sup>th</sup>	Agat Co	5,000
July 4 <sup>th</sup>	Martin CO.	2,000	July 10 <sup>th</sup>	Cash	6,000
July 8 <sup>th</sup>	J. Simon	3,000	July 14 <sup>th</sup>	D. Ali Co	4,500
July 15 <sup>th</sup>	S. S. & R Co	2,500	July 20 <sup>th</sup>	P. Mecheal	6,000
July 21 <sup>st</sup>	Cash	4,000	July 24 <sup>th</sup>	S. Lado	3,500
July 26 <sup>th</sup>	K. Adwok	2,000	July 31 <sup>st</sup>	Balance Bld	33,000
July 27 <sup>th</sup>	N.S. Haager	1,500			
July 31 <sup>st</sup>	T. Thomes	3,000			

	58,000		58,000
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Example (2) .The following trial balance has been extracted from the general ledger of Ajak & Sons Company who trade as a General Merchant .

S/No	Particulars	Dr/Amount/SSP	Cr/Amount/SSP
	Sales		530,780
	Purchases	388,650	
	Discount allowed and received	1,454	1,973
	Carriage out ward	5,328	
	Carriage inward	2,444	
	Returns un ward and out ward.	1,866	2,449
	Rent, rates and insurance	15,769	
	Heating and lighting	6,324	
	Postage and stationeries	7,660	
	Advertising	13,765	
	Salaries and wages	44,970	
	Interest on loan	1,650	
	Bad debts	2,088	
	Debtors and creditors	28,050	36,887
	Cash in hand	515	3,466
	Bank over draft		
	Stock at the beginning	12,306	
	Equipment at cot	141,450	
	loans		13,500
	Accumulated depreciation		55,320
	drawings	20,800	
	Capital at 1 . 11. 2011		49,214
	Provision for bad debts		1,500
		<b>695,089</b>	<b>695,089</b>

N.B the following additional information as at 31 1<sup>st</sup> 12 .2012 are available.

- Rent and rate has been prepaid by SSP 750.
- loans interest is accrued by SSP 150.
- Equipment is to be depreciated at 10% per annum using straight line method.
- the stock at the closing of the business was valued at SSP 14,521.
- increase provision for bad debts by SSP 150.

You are required to prepare Trading profit and loss accounts for the year ending 31<sup>st</sup> December 2012, and the balance sheet as at that date

Opening stock. SSP12,306. Purchases SSP388,650. Add: carriage in ward. 2,444.  SSP400,951. Less: closing Stock. 14,521. SSP386,430. Gross profit. 142,484.  <u>SSP528,914</u>	Sales SSP530,780. Less: return in ward 1,866.       <u>SSP528,914.</u>
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Rent and Rates. SSP15,769. Less: Rent and rate prepaid. 750. SSP 15,019 Loan interest 1,650. Add: accrued. <u>150</u> . 1,800. Depreciation of Equipment. 14,145. Salaries. 44,970. Heating and lighting. 6,324. Postage and Insurance. 7,660. Advertising. 13,765. Bad Debts. 2,088. Carriage out ward. 5,328. Provision for bad debts. 150. Discount allowed. 1,454. Net profit 31,754.  SSP144,457	Gross profit SSP142,484 Add: Discount received. 1,973           SSP144,457
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**Ajak & Sons Balance Sheet as at 31<sup>st</sup> December 2012.**

<u>Fixed Assets.</u> Equipment at cost. SSP141,450. Less: Accumulated <u>69,465</u> . SSP71,985. <u>Current Assets</u> Cash in hand. SSP515. Debtors. SSP28,050. Less: provision for bad debts <u>1,650</u> . 26,400. Rent and Rates prepaid. <u>750</u> . 42,186 Stock at the end. <u>14,521</u>	<u>Liabilities.</u> <u>Current liabilities</u> Bank overdraft. SSP3,466. Loan 3,500. Add: interest on loan. 150. Creditors. 36,887. 54,003 <u>Owner's Equity</u> Capital 49,214. Add: net profit. <u>31,754</u> . SSP80,968. Less: Drawings. 20,800.  SSP114,171
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**Ajak Trading , Profit and Loss Accounts For the Year Ending 31<sup>st</sup> December 2012. & Sons**

## Appendix IV

### Taxes and Subsidy

Taxes and Subsidy. - Taxes are portion or amount of money deducted from and income of individuals or groups or companies they are ordinarily classified as being proportional, progressive, or regressive. This designation focus upon the relationship between tax rates and income for the simple reason that all taxes – regardless of whether they are levied upon income or upon product or building or parcel of land – are ultimately paid out of some one's income.

- 1- Tax is progressive if its rates increase as income increases. Such a tax claims not only a larger absolute amount, but also larger fraction or percentage of income as income increases.
- 2- A tax is regressive or the regressive tax is one whose rates decline as income increases. Such a tax takes smaller and smaller proportion of income as income increases. A regressive tax may or may not take a larger amount of income as income expands.
- 3- A tax is proportional when its rate remains the same regardless of the size of income e.g. personal income taxes where the household with annual taxable income of less than SSP 1000 pays 5%. The second example is that a household realizing an income of SSP 1000 to 2000, pays 10%, SSP 2000 to 3000 pays 15% and so forth, this is a progressive tax. And the final case is when the rate of declines as taxable income increases, you pay 15% if your income is SSP 1,000 to 2000 10% if your income increases to SSP 2,000 to 3,000 and so forth, this is a regressive tax.

Generally speaking, progressive taxes are those which bear down most heavily on the rich, and regressive taxes are those which hit the poor hardest.

Types of taxes: - the major types of Taxes includes.

- a- Personal Income Tax:- the incidence of personal income tax generally falls on the individual upon whom the tax is levied, little chance exist for shifting. Individual or group who can effectively have control on the of their labor services may be able to shift a part of the tax e.g Doctors, Dentists lawyers and other professional people who can readily increase their fees may do so of tax.
- b- Corporate Tax:- this tax is charged or imposed on the firms producing goods and services, it is charged on profit maximizing prices, the traditional view has it that a firm which currently charging the profit maximizing prices and producing the profit maximizing output will have reason to change price or output when a tax is imposed.

- c- Sales and excise Taxes:- sales and excise taxes are the hidden taxes of our economy. they are hidden because such taxes are typically shifted by sellers to consumers through higher product prices.
- d- Property Taxes:- these are taxes on property, e.g land personal property. they are borne by the owner of the property, and hence, they cannot be shifted to other party.

Subsidy:- subsidy is a monetary assistance granted by the government to a person or group in support of enterprises being in the interest of the public. It is a benefit given by the government to group or individuals usually in the form of cash payment or tax reduction, it is usually given to remove some type of financial burden on the public and is often considered to be in the interest of the public. They include, welfare payment, housing loans students' loans and farm subsidy.

## Appendix V

### Labour Law

Date:-28<sup>th</sup> October 2013.

- 1- Labor Law:- traditionally , labor law did not favor concerted activities by workers (such as strike , picketing , and refusal to deal)to obtain higher wages and better working conditions. At various times these concerted activities were found to constitute criminal conspiracy , tortuous conduct and violations of antitrust law. As early as 1806 one judge stated that “ a combination of workers to raise wages may be considered in a twofold point of view : one is to benefit themselves , the other is to injure those who do not joint their society . the rule of ( criminal) law condemns both.
- 2- Safety of Labor:- in the year 1970s , Trade Union representing white collar – workers pressed for health and safety legislation to be extended to employees in laboratories , eduction, hospital and local government who were not covered by any of the earlier statutes. Thus the labor government set up a committee on safety and health at work.chaired by Lord Roben , to review the whole field and make recommendations . thecommittee,s findings can be summarized as follows.
  - a- Despite a wide range of legal regulations , work was continuing to kill almost tenthousand of employees each year. The committee considered that the most important reason for this unacceptable state of affairs was apathy.
  - b- There was too much law- the committee identified 11 major statutes , supported by nearly 500 supplementary statutory instruments. The committee belived that the sheer volume of law had become counterproductive.
  - c- Much of the law was obscure , haphazard and out of date, many laws regulating obsolete production process. Further more, the law focused on physical safe- guards rather than preventive measures , such as training and joint consultation.
  - d- The provision for enforcement of the existing legislation was fragmented and ineffectve .the committee felt that the pattern of control was one of bewildering complexity.
  - e- Existing health and safety law ignored a large number of employees .statutes prior to 1974 excluded over 8 million workers in communication, Education Hospitals and Local government. The committee made four main proposals.
    - 1- The law should be rationalized- a unified framework of legislation should be based upon the employment relationship (rather than a factory or a mine) and all employers involved with or affected by work activities (except for domestic servants in private homes) would be covered by the new legislation.
    - 2- A self =regulating system involving employers , employees and union representative should be created to encourage organizational decision maker to

- design and maintain safe work systems and help employees to make more responsibility for health and safety . the basic concept was to be the employer,s duty to her or his employees- employer being bound to design and maintain safe and healthy systems of work and the concomitant duty of the employees was to behave in manner safeguarding their own health and that of their co- workers.
- 3- A new unified statutory framework k setting out general principles should be enacted.
- 4- A new unified enforcement agency headed by a National Body with overall responsibility should be established and should provide new stronger power of sanction.

## **Appendix VI**

### **Concept of Personnel Management**

Definition- Personnel management is a branch of management which is responsible , on a staff basis for concentrating on those aspects of operations which are primarily concerned with the relationship of management to employees and employees to employees and with the development of the individuals and group.

The personnel is the process of attracting, holding and motivating people involving all managers.

Personnel management is that part of management function which is primarily concerned with the human relationship within the organization. On the several of the definition given above few basic of characteristics may be noted about personnel management.

Personnel management must involves the task of handling the human problems of an organization , and devoted to acquiring , developing ,utilizing ,and maintaining an efficient work force., and satisfaction bringing them on equitable ,just and human treatment and adequate security of employment . Personnel management seeks to provides terms and conditions of employment and satisfying work for those employed.

First – personnel management is concerned with managing people to “rank and file employees at work-in other wards ,it covers all levels of personnel , including blue collared employees “( craftsmen , foremen , operatives and labors)and white collared employees (professional ,technical, managers , officials and proprietors , clerical workers and sales workers) the shape and the form that personnel administrative activity takes , however, may differ greatly from a company to a company and, to be effective , it must be used to fit the individual needs of each organization.

Second, it is concerned with employees, both an individual as well as group; the aim is to get better results and active involvement in the organization’s activities i.e a function or a process or activity aiding and directing individuals in maximizing their personal contribution.

Third- personnel management is concerned with helping of employees to develop their potentialities and capabilities for maximizing possible extent, so that they may drive great satisfaction from their job. This task takes into consideration four elements, namely, the capacities, interest, opportunities and personality of the employees.

- i) Capacities- referring to those abilities or attainment inherited or acquired that a worker has, is capable of and must to a certain degree at least exercise in his work.

- ii) Opportunities – this is not only opportunities for advancement,but, opportunities to exercise his capacities and satisfy his interest.
- iii) Interest – not only an individual’s desire and ambitions, butalso his instinctive impulsive tendencies and ill define graving that may or may not stir him to his fullest action in performing his duties.
- iv) Personality- the sum total of a worker reaction to his experiences and environment, personality is manifested by individual’s reception by others. The worker’s personality his great influence upon his opportunities.
- v) Personnel management is a continuous nature, it require a constant alertness and awareness of human relations and their importance in every day operations. Finally, personnel management attempt at getting the willing co-operations of the people for the attainment of the desired goals, for work cannot be performed in isolation without the promotion and development of the workers.

**Appendix VII**

**Recruitment & (Appointment)**

**Date/8/11/2013.**

Recruitment is a process to discover the source of manpower to the meet the requirements of the staffing schedule and to employee effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient work force. Accordingly, the purpose of recruitment is to locate sources of manpower to meet job requirements and job specification. It is the most important functions of management, because unless the right types of people are hired, the organization will not achieve its objectives.

- 1- Factors Affecting Recruitment. The recruitment process is affected by some factors.
  - a- The size of the organization.
  - b- The employment conditions of the community where the organization is located.
  - c- The effects of the past recruiting efforts which shows the organization ability to locate and keep good performing people.
  - d- Working conditions , salary and benefit packages offered by the organization which may influence labor turnover and necessitate future recruiting .
  - e- The rate of the growth of the organization.
  - f- The level of seasonality of operations and future expansion and production programme.
  - g- Cultural, economic and legal factors.
- 2- Factors governing recruitment. The factors governing recruitment may be divided into two, there are internal and external factors.
  - a- Internal Factors.
    - i) Recruiting policyof the organization.
    - ii) Human resources planning strategy of the company.
    - iii) Size of the organization and the numbers of employees employed.
    - iv) Cost involved in recruiting employees and , finally ,
    - v) Growth and expansion plan of the organization.
  - b- External factors.
    - i) Supply and Demand of specific skills in the labor market.
    - ii) Political and legal considerations.
    - iii) Company's image perception of job seekers about the company.
- 3- Steps on Recruitment Process.as it was mentioned earlier, recruitment refers to the process of identifying and attracting job seekers so as to build a pool of qualified job applicants .the process comprise of five inter- related stages. I)

planning. Ii) strategy. iii) Searchingiv) screening and V) evaluation and control.

Selection. The selection procedures are concerned with the screening relevant information about the applicant. The objectives of selection process are to determine whether the applicant meets the qualification for a specific job and to choose the applicant who is most likely to perform well in that job. Selection is a long process starting with interviewing and screening the applicants and end with making the contract with the applicant or contract of employment. The screening of the applicant or candidates includes.

- a- Arbitrary, security, sex and age.
- b- Physical health and adequacy.
- c- Skill (including specialized knowledge).
- d- Experience.
- e- Aptitude (including intelligence).
- f- Interest.
- g- Attitudes.
- 1- Promotion:- promotion is the transfer of an employee to a job which pays him more money or to that carries some preferred status. It is an upward advancement of an employee in any organization to another job, which command better pay/wages, better status /prestige and higher opportunities/challenges, responsibilities and authority, better working environment and higher rank.

**Promotion is usually given because of the following purposes.**

- 1- To put the worker in a position where he will be of greater value to the company and where will may drive increased personal satisfaction and income from his job.
- 2- To increase an employee's organizational effectiveness.
- 3- To promote job satisfaction among the employees and give them an opportunities for unbroken continuous services.
- 4-

**A sound promotion policy must satisfy the following criteria.**

- 1- It should enjoy consistency. It will be applied in respective of the person concerned. Consistency demand that the policy should be correlated to careering planning that there should not be a sudden part of promotion in the organization conferring premature benefits on a number of persons followed by long- period of absence of promotion.
- 2- It should fair and impartial. The should be able to remove suspicious arbitrariness,adhocismimprovisation to suit particular individual nepotism.

- 3- Promotion should be a planned activity. The management should make a correct assessment of the requirements or opportunities of promotion within the organization, so that there is no phenomenon bunching or no period of promotional draught e,Ino over estimation or under estimation of promotion is made.

**The promotion policy should have six elements.**

- 1- Promotion policy Statement. Which should be considered whether vacancies are available and are primarily to be filled from within the organization or by recruitment from outside the organization?
- 2- Establish as a plan of job. Where the management should decide whether promotion must be based on performance appraisal or on the basis confidential reports.
- 3- Communicate the policy. The organization should communicate its policy of promotion, either in the form of manual or in the agreement signed with the union or in the form of standing order.

**Demotion.** Demotion has been defined as the assignment of an individual to a job of a lower rank and pay usually involving lower level of difficulty and responsibility. It is used as a measure of punishment because of breaches of duties on the part of the employee.

Causes of demotion. Demotion may be caused beyond the employee's control.

- a- When the departments are combined and job is eliminated, employees are often required to accept lower positions until situation that may be facing the organization becomes normal.
- b- Inadequacy on the part of the employees in term of job performance, attitude and capability –as happens when an individual find it difficult to meet job requirements.
- c- When , because of a change in technology ,methods and practices , old hands are made to adjust , or when employees ,because of ill health or personal reasons cannot do their job properly.
- d- Demotion is also used as disciplinary measures.

**Demotion policy:** - some scholars have suggested a five policy in regards to demotion.

- a- A clear and reasonable list of rules should be framed , violation of which would subject an employee to demotion.
- b- The information concerning demotion should be clearly communicated to the employees.
- c- There should be a competent investigation of any alleged violation.
- d- If violation is discovered, there should be a consistent and equitable application of the penalty, preferably by immediate supervisor.

**Transfers:-** transfer is a lateral shift causing movement of an individual from one position to another usually withoutinvolving any change in duties , responsibilities ,skills needed or compensation. It a movement from one department to another without changes in the salary, status and responsibilities.

Transfers are generally effected to build up a more satisfactory work team and to achieve the following purposes.

- a- To satisfy such needs of an organization as may arise out of a change in the quantity of production ,fluctuation in the work requirements ,and change in the organization structure, the introduction of new lines of production , the dropping of existing product lines , the reallocation of or reduction in the work force due to shortage or surplus in the same section so that lay-off may be avoided , filling in of the vacancies which may occur because of separations or because of the need for suitable adjustment in the business operations, such transfers are known as production transfers.
- b- To meet an employee's own request, when the employee feels an comfortable on the job because of dislike of his fellow workers , or because better opportunities for his advancement do not exist there , or because of family circumstances which may compelled him to change the place of his work. Such transfers are known as personal transfers.
- c- To utilize properly the services of the employee when he is not performing satisfactory and adequately and when the management feels that he may be more useful or suitable elsewhere, where his capabilities would better utilized. Such transfers are called remedial transfers.
- d- To adjust the work force of one plant with that of another particularly when one is closed down for reason beyond the control of the employer. Such transfers are known as plant transfers and generally effected on humanitarian grounds to ensure that persons who have been long in services of an organization are not thrown out of employment.
- e- To replace a new employee by an employee who has been in the organization for a sufficiently long time, such transfers are called replacement e,g transfer from a night shift to morning shift.
- f- To penalize the employees, transfer are also due, under which the employees may be transferred where he can experienced a difficult work. It is practices widely as an alternative of disciplinary action.

For successful transfer policies, it is necessary to have a proper job description and job analysis. Here care should be taken to ensure that frequent or large –scale transfer are avoided by laying down adequate selection and placement procedures for the purposes mentioned under.

- (i) Specifically clarify the type of transfer and the condition under which these will be made.

- (ii) Locate the authority in some officer who may initiate and implement transfers.
- (iii) Indicate whether transfers can be made only within –sub unit or also between departments, divisions or plant.
- (iv) Indicate the basis of transfers, whether it will be based on seniority or on skill and competence or any other factor.
- (v) To communicate the fact of transfer to the person concerned and in advance.

**Dismissal:** -a dismissal is the termination of the services of employees by way of punishment for some misconduct or for unauthorized and prolonged absence from duty. Before the services of an employee is terminated, he is given a chance to explain his conduct and to show cause why he should be dismissed. The general rules is that , in this process , there should be no violation of what is known as the principles of natural justice which ensure that punishment is not out of all proportion offence.

**Suspension.** This serious punishment, and is generally awarded only after a proper inquiry has been conducted. For a reason of discipline, a work man may be suspended without prejudice during the cause of an enquiry. During suspension, the employee receives a substance allowances, but in the case of government he may not receive any thing.

**Lay-Off.** A lay-off refer to an indefinite separation of the employee from the pay roll due the factor beyond the control of the employer, here the employee is expected to be called back in the foreseeable future.

## Appendix VIII

### Time Management

Date:- 30<sup>th</sup> October 2013.

**Definition of a Project.** Project or a programme is a type of plan which can be thought of in terms of planned actions integrated into a unity and designed to bring about a stated objectives.

It is a scheme for investing resources which can be analyzed and appraised reasonably and independently.

A project involves basically the investment of funds which can be accrued in future. Examples outlays of land, building, machinery, research and development and will depend upon the situation of the project. Thus project have the following features.

- 1- Project activity is definable in term of specific objectives. Thus each project contributes some way towards the realization of organizational objectives, e.g a project for opening a factory contributes to the organizational objectives by providing manufacturing facilities.
  - 2- Project activity is unique, infrequent, or some time even unfamiliar to the organization. It is not of routine type or repetitive type and, therefore, the organization is required to take action considering all relevant factors whenever any project is under taken e.g opening a factory is not a continuous activity. This may be taken only frequently.
  - 3- Project activity is complex in respect to independence of various task accomplishments; a project contains a complex of goals and policies, procedures, rules task assignments, steps to be taken resources to be employed, and other elements necessary to carry out a given course of action.
  - 4- Project activity is critical to the organization in terms of realization of its objectives, therefore, completion of a project at a right time and with appropriate cost is necessary e.g, opening of a factory , a project undertaken by the organization will have certain time schedule and cost involvement ,if it is delayed , there may be cost over run . Similarly, if an organization has undertaken project work on behalf of other organization, its completion within time limit is necessary otherwise there may be fine for delay which reduces profit value.
- 1- Components of Project Time Management.** Project Time Management has the following components.
- Activity Definition.
  - Activity Sequencing.



- Activity Duration.
  - Schedule Development.
  - Schedule Control.
- **Activity Definition:** - this is to define the activity which is needed to be executed or performed within the project; it is a description of all required work, and only the required work to complete the project.
- **Activity Sequencing:** - this refers to putting the activities which need to be carried out in a sequence according to their functions.

Creating the activity list relies on knowledge, action and several completed documents. The creating of the activity list uses the following inputs to the process.

- a- **The WBS (work breakdown structure)**, work breakdown structure serves as a major input in the creation of activity list. The WBS is a deliverables oriented collection of project components.
- b- Scope Statement. This is a description of a required work to complete the project.
- c- Enterprise environmental Factors. This is all the stuff or substance, materials or object etc. an organization can offer the project manager to assist with the activity definition. In particular, it is the project management information system and scheduling software.
- d- Organizational process Assets. Any organization has a way of getting things done. The process assets are the methods and procedures an organization must follow to create the activity list. This also includes historical information from the past projects that can help the project team define the activities in the current project.
- e- The project Management Plan. This plan includes the introductory schedule management plan, and procedures for how activities are defined, scheduled and developed. it also includes the scope of management plan which ensure that planned activities support the project scope.

**Compiling the activity list.** Activity list is a collection of all the work elements required to complete the project. The activity list is actually the extension of WBS, and will serve as a fundamental tool in creating the project schedule. The activity list is needed to ensure that all the deliverables of the WBS are accounted for and that the necessary work is mapped to each activity list. The activity list also ensure that there is no extra work included in the project because extra work cost extra time and funds. ( the WBS is comprised of all the components the project will create , while , the activities list is made up of all the work required to create the components within the WBS). In

addition, the work on the activity list includes attributes of each identified activity and accomplishes three things.

- Ensure that the team members are in agreement on what the work package accomplishes or achieved.
- Ensure that the work supports and create the WBS deliverables.
- Ensure that the work is within the project scope.

**Organizing the supporting detail.** The supporting detail allows the project manager, the project team, and other interested parties to make reference to the activity list definition process and recall why decisions were made and how the activity list is created. The supporting detail of the activity list must be documented, organized for fast reference, and accessible throughout the project implementation. The supporting detail includes the following.

- a- Assumptions.
- b- Constraints.
- c- Reasoning behind identified work package.
- d- Information specific to the industry that the project is operating within the scope of the project.

**2- Mapping the activity.** After the activities have been created they must be arranged in a logical sequence. This process call on the project manager and the project team to identify the logical relationship between the activities, and the preferred relationship between those activities. They can be done in some different ways.

- a- Computer- driven. There are many different scheduling and project management software package available. This program can help the project manager and the project team to determine actions which may happen, in what order- and with what levels of discretions.
- b- Manual process. In the smaller projects, and in larger projects in the early phase, manual sequencing may be preferred. An advantage of manual sequencing is that it is easier to move around dependencies and activities than in some programs.
- c- Blended approach. This is a combination of manual and computer driven scheduling methods. It is important to determine the finality of the activity sequence, however, this method or approach can be more complex than relying on just one approach.

**Considering the inputs to the activity sequencing.** There are many ways or approaches to complete the activity sequencing, the best approach however, is that activity sequencing is done with the project team. The manager must rely on the project team, the process of activity sequencing are.

- The activity list. This is the list of actions needed to complete the project deliverables.
- The project scope statement. These are the requirements , constraints and assumptions that usually affect the planning of activity sequencing, therefore,

the scope statement is needed since it may influence the sequence of events for example, construction ,technology , or community planning.

- Millstones. This is the indicator which should be consider and evaluated when sequencing the events to ensure that all the work needed are included.
- Activity attributes. Each scheduled activity has attributes that need to be documented, for example, the successor and the predecessor of each activity, the person responsible for completing the activity should all be documented.

**Creating net work diagrams.** A net diagram shows the relationship of the work activities and how it will progress from the start to completion. The most commonly used diagram is the precedence method; this method puts the activities in boxes called nodes, and connects the boxes with arrows. The arrows represent the relationship and the dependence of the work package.

Start----A----B----C---D---End  
 E---F---G---H----End.

The relationships between activities in precedence Diagram Method (PDM) constitute one of four different types.

- Finish- to Start.(FS). This relationship means Task (A) must be completed before Task B can begin. For example the foundation must be set before the framing can begin.
- Start –to Start. This relationship means Task (A) must be completed before task (B) can start. This must start before Task (B) can start. This relationship allows both activities to happen in tandem. i.e one behind the other ,for example a crew of painters are painting the house , task(A) is to scrape the flecking paints off the house and task (B) is to prime the house. The workers scraping the house must start before, the other workers can begin priming the house
- Finish- to – Finish (FF). This relationship means Task (A) must be completed before task (B) Begin. For example, two teams of electricians may be working together to install new telephone cables throughout a building by Monday morning. Team A is pulling the cable to each office, Team B meanwhile connecting the cables to wall jacks and connecting the telephones. Team A must pull he cables to the office so that Team B can complete their activity. The activities need to be completed at nearly the same time by Monday morning so that the new phones are functional.
- Start- to- Finish.(SF). This relationship requires that task (A) start so that task (B) may finish, it may be applied in construction and manufacturing, it is known just in time (Jilt) scheduling e.g., construction of a shoes store.

**Determining the Activity Dependencies.** The progression of the project is built on the sequences of activities. Activities dependent on their predecessor activities completing before, successor activities may begin. The following are the activities dependencies that you should consider in making progress in building the project.

- Mandatory dependencies – these dependencies are the natural order of activities e,g you can begin building your house until your foundation is in place. These relationships are called hard logic.
  - Discretionary dependencies. These dependencies are the preferred order of activities. Project managers should use these relationships at their discretion and document the logic behind the decision. A discretionary dependency allows activities to happen in preferred order because of best practices, condition unique to the project work, or external events. For example, a painting project typically allows the primer and the paint to be applied within hours of each other. Due the expected high humidity during the project, however, all of the building will be completely primed before, the paint can be applied. These relationships are also known as soft logic or preferential logic.
  - External Dependencies – as its name implies , these are dependencies outside the project control, , e,g the delivery of equipment from the vendor, deliverable of another project, or the decision of a committee outside the project.
- 3 - Examining the sequencing outputs.** There are many approaches to using activity sequencing, a project manager and the project team can use software programs , the approach can be done manually , or the team can manually do the scheduling and then transfer the schedule into the PMIS( project Management Information system). Whichever, method is selected; the project manager must remember four things.
- Only the required work should be schedule.
  - Finishes to start relationships are the most common preferred.
  - Activity sequencing is not the same as a schedule.
  - Scheduling comes after activity sequencing .

**4. Considering the Resource Requirements**

**Considering the calendar:** - there are two types of calendars that will always affect the project.

- The project calendar- this calendar shows when the work is allowed on the project. E.g. project may require the project team to work nights and weekends so as not to disturb the ongoing operations of the organization during working hours. In addition, the project calendar accounts for holidays, and work shifts that the project will cover.
- The resources calendar. the resources calendar controls when human resources , such as project team members and consultants are available to

work the project. It takes into accounts vocations, other commitment within the organization, or restrictions on contracted work, overtime issue etc.

**5- Estimating Activity Durations:-**The question which is loaded here is how long will it take? I.e. when will the project finish. The answer to this question depends on the accuracy of the estimates, the consistency of the work , and the other variables in the project . the best a project manager can do is to create honest estimates based on the information he has been provided, hence until the schedule is finalized no one will know the duration of the project. The tasks are first identified ,the sequencing of the activities takes place ,resources are defined and then the duration that the project will take is estimated . these activities are required to complete the project schedule and the estimated project duration . these four activities are iterated as more information becomes available . if the proposed schedule is acceptable , the project can move forward . if the proposed schedule takes too long , the scheduler can use few strategies to comprise the project. The activity duration estimates like the activity list, and the WBS do not come from the project manager, they come from the people completing the work.

a- Considering the Activity Duration Estimates Inputs. The importance of accurate estimates is paramount. the activity estimates will be used to create the project schedule and predict when will the project end. Inaccurate estimates could cost the performing organization thousands of dollars in the fines, lots of opportunities , loss of customers or worse. To create accurate estimates , the project manager and the project team will rely on several inputs which includes

- Activity list.
- The project scope statement.
- The project management plan.
- Organizational process assets.
- Activity Resources Requirements. Activity resources requirements defines the resources that are needed to complete a particular activity. For example for a project to build a home will requires a lots of different resources such as plumbers , electricians ,archaists, framers and land scrapes. The project manger would however, assign all of the different resources to every task, but will only assign these resources to the task that the resources was qualified to complete. Remember that resources also include equipment and materials, so those are identified as part of the activity resources requirements as well.
- Activity Attributes. Effort is the amount of labor applied to a task. Duration on the other hand, is how long the task is expected to take with a given amount of labor. For example, a task to unload a freight trucks may take eight hours with two people assigned to that task. Now if the effort is increased by adding one more labor to the task , then automatically the duration of the task is

decreased , but some activities however, have a fixed duration and are not affected by the amount of labour assigned to the task. For example to install a piece of software on a computer will take the same amount of time if one computer administrator is completing the work or if two computer administrators are doing the work.

- Resources capabilities. the abilities of the project team must be into consideration , e.g the ability of a senior technician is not equal to the ability of a junior technician , because the senior technician can do the task faster than the junior technician if they are assigned to the same task.

**Applying Expert Judgment:-** the project manager and the project team should utilize expert judgment , if possible to predict the duration of the project activities . expert judgment can come from subject matter experts, project team members , and other resources, internal or external to performing organization ,who are familiar with the activities of the project demands . estimating duration are not easy as there are many variables that can influence an activity duration . consider the amount of resources that can be applied to the resources , the experience of the resources completing this type of work, and their competence with the work package.

**Creating an Analogy:-** Analogous estimating relies on historical information to predict what current activity duration should be. It is also known as top down estimating and is a form of expert judgment. To use analogous estimating, the activities from the historical project are similar in nature and are used to predict what similar activities in the current project will take. A project manger must consider if the work has ever been done before, and if so what help the historical information provides. The project manager must consider the resources, project team members and equipment that completed the activities in the previous project compared to the resources available for the current project. Ideally the activities should be more than similar, they should be identical and the resources completed the work in the past should be the same resources used in completing he current work. When the only source of activity duration estimates, is the project team members, instead of experts judgment and historical information, your estimates will be uncertain and inherently risky.

**Applying parametric estimates:** - Quantitatively based duration used mathematical formula to predict how long the activity will take based on quantity of the work. E.g a commercial company needs to print 100,000 brochures. The workers include.

workers	Unit / hr	Duration for	effort	Unit of
Pressmen(two)	5000	100,000	40hrs	output
		10hrs		20000

Bindery (two)	4000	25hrs	50hrs	20000
total		35hrs	90hrs	

**Creating a three – point estimates.** How confident can the project manager be when it comes to estimating? If the project work has been done before in the past project, then the level of confidence in the duration estimates is probably high. But in the work has never been done before, then there are a lots of unknown and with that comes risk . To mitigate the risk , the project manager can use here point estimates. A three point estimates requires that for each activity an optimistic, most likely and pessimistic estimate be created. Based on these three estimates an average can be created to predict how long the activity should take.

**Forecasting in Reserve Time.** In this forecasting the project manager should strive to incorporate historical information and expert’s judgment to predict accurate estimates. Secondly the project manager should stress on genuine needs for accurate duration estimates, finally, the project manager can incorporate a reserve time. A reserve time is a percentage of the project duration or per set number of works periods and is usually added to the end of the project schedule. Reserve time may also be added to the individual activity duration based on risk or uncertainty in the activity duration. When activities are completed late, the additional time for the activity is subtracted from the reserve time. As the project moves forward, the reserve time be reduced or eliminated as the project manager sees fit. Reserve time decisions should be documented.

**Evaluating the Estimates.** The end result of estimating activities provides three things.

- Activity duration estimates. Activity duration estimates reflect how long each work package will take to complete. Duration estimates should includes an acknowledgment of the range of variance. for example, an activity whose duration is expected to be one week may have a range of variance of one week + or – three days. This means the work can take up to eight days or as little as two days. this is assuming a week is 5 days.
- Basis of estimates. any assumption made during the activity estimating process should be identified . in addition , any historical information , subject matter experts, or commercial estimating database that were used should also be documented for future reference.
- Activity list update. During the estimating process, there may be discoveries of missing activities within the activity list. The project manager should confirm that the new work package is reflected in the activity list for the project.

- 6- Developing the project schedule:-** Now that the estimates for the activities are completed, it is time to work out some magic and see how long the entire project will take. the project manager specifically pursues the start date „and more importantly the completion date . projects that do not provides realistic schedule are not likely to get approved or the project will get approved, but they will most likely fail, as the project will not be able to meet the unrealistic schedule.
- Revisiting the project net work diagram (PND). The PND illustrate the project recall that the PND shows the sequence of the activities and the relationship between the activities. the PND is important during schedule creation because its allows the project manager and the project team to evaluate the decision constraints and assumptions that were made earlier in the process to determine why certain activities must occur in a particular order. Hard logic and soft logic must be evaluated to confirm that the decisions and logic are feasible , accurate and fit within the expected completion of the project. The following illustration is simple PND for small project.
  - Relying on the activity estimates. Another key input to schedule creation is the activity duration estimates. the project manager need to know how long the project will take , so the activity duration estimates will help calculate that number.
  - Evaluating the project constraints. Constraints will restrict when and how the project may be implemented. they are added to a project to a project for a purpose not just to rush the work to completion. Its important to understand why the constraints has been imposed. The following offers a few common examples as to why constraints exists.
  - To take advantage of an opportunity to profit from a market widow for a product or service.
  - To work within the parameters of expected whether condition ( for seasonal or output projects).
  - To adhere to government requirements.
  - To adhere to industry regulations, best practices, or guidelines.
  - To work within time frames that incorporates the expected delivery of materials from vendors or other projects. Perhaps one of the biggest constraints is the predetermined project deadline. Image a company creating a product to take to a trade show. If the creation of the product is running late, the trade show is not going to move its date back so the product has enough time to be completed for the show. There are four time constraints to consider.
  - Start No Earlier Than: (SNET):- this constraint require that the project or activity not start earlier than the predetermined date .
  - Start No Later Than (SNLT):- this constraint require that the activity to begins by predetermined date .

- Finish No Later than (FNLT) this constraint requires the project or the activity to finish by predetermined date.
- Finish No Later Than (FNET):- these somewhat unusual constraints require the activity to be motion up until the predetermined.

Reevaluating the assumptions. Assumptions are beliefs held to be true, but that may not necessary be so. Assumptions such as being able to a building 24hrs a day seven days a week, can wreak havoc on the project schedule if they are proved false. Consider a schedule that plans on working three shifts during the remodeling of an office building only to discover late in the project planning that the consumer will not allow the work to happen during day time hrs. Assumptions factored into the project should be documented and accounted for.

**7- Creating the project schedule.** The project manager, the project team and , possibly even the key stakeholders, will examine the inputs previously discussed, and apply the techniques discussed in this section to create a feasible schedule for the project. The point of the project schedule is to complete the project scope in the shortest amount of time possible without incurring exceptional cost, risk or loss of quality. Creating the project schedule is part of the planning process group. It is calendar based and relies on both the project network diagram and the accuracy of time estimates.

**8- Considering the outputs of schedule development.** After all the challenges of examining, sequencing, and calculating the project activities, a working schedule is created. Schedule development, like most of the project management planning for the project, process, moves through progressive elaboration. As the project moves forward, discoveries, risk events, or other conditions may require the project schedule to be adjusted in the following.

- Examining the project schedule. The project schedule include at a minimum, a date for when the project begins, and a date when the project is expected to end. the project schedule is considered proposed until the resources needed to complete the work are ascertained . in addition to the schedule , the project manager should includes all the supporting details. Project schedule can be presented in many different formats such as.
  - a- PND (Project Network Diagram).
  - b- Milestones.
  - c- Bar Charts. These show the start and end dates, and the activity duration against a calendar.
- Using the schedule Management Plan:- the schedule management plan is a subsidiary plan of the overall project plan. It is used to control changes to the schedule . a formal schedule management plan has procedures that control

how changes to the project plan can be proposed , accounted for, and then implemented .

- Updating the Resources Requirements. Due to resource leveling , additional resources may need to be added to the project, e.g, a proposed leveling may extent the project beyond and acceptable completion date , to reach the project end date , the project manager elects to add additional resources to the critical path activities . the resources , the project manager adds should be documented , the associated cost accounted for and approved.
- 9- Controlling the project schedule.** Schedule control is concerned with three processes.
  - a- The project manager works with the factors that can course schedule change in an effort to confirm that the changes are agreed upon. Factors can include , project manager, project team, stakeholders, management, customers , and project conditions.
  - b- The project manager examines the work results and conditions to determine whether the schedule has changed.
  - c- The project manager manages the actual change in the schedule.
- Managing the inputs to the schedule control. The process of managing changes to the project schedule is based on several inputs and thy are.
  - a- The schedule management plan.
  - b- The schedule baseline.
  - c- Performance reports.
  - d- Change request.
- Applying a schedule control system. A schedule control system is a formal approach to the managing changes to the project schedule , it considers the conditions , reasons, request, cost and risk of making changes. It includes methods of tracking changes, approval level based on thresholds and documentation of approved or declined changes. The schedule control system process is part of integrated management changes.
- Measuring project performance. Poor performance may results in schedule changes. Consider a project that is completing a work on time, but all of the work results are unacceptable. The project team may be rushing through their assignment to meets their deadlines. to compensate for this, the project may changed to allow for additional quality inspections, and more time for activity completion . project performance is often based on earned value management.
- Examining the schedule variance. The project manager must actively monitor the variances between when the activities are schedule to end and when they actually end. An accumulation of differences between scheduled and actual dates may results in a schedule variance. The project manager must also pay attention to the completion of activities on paths with float, not just the critical path. Consider a project that has eight different paths to completion. The project manager should first identify the critical path, and should also identify the float path. The path should be arranged and monitored in hierarchy of the

path with smallest float to the path with the largest float. As activities are completed the float of each path should be monitored to identify any path that may be slipping from the scheduled end dates.

- Updating the project schedule. So what happens when a schedule changes occurs? The project manager must ensure that the project is updated to reflect the change, document the change, and follow the guidelines within the schedule management plan. Any formal processes, such as notifying stakeholders or management should be followed. Revision are special type of project schedule, which cause the project start date , and more likely , the project end dates to be changed. They typically stem from project scope changes, because of the additional work the new scope requires, additional time is needed to complete the project. Schedule delays, for whatever reason, may be so drastic that the entire project has to be rebasing line. Rebase lining happens is a worst case scenario and should only be used when adjusting for drastic , long delays, when rebasing happens all of the historical information up to the point of rebase line is eliminated. Schedule revision is the preferred and most common approach to changing the project end date.
- Applying corrective Action:- corrective action is any methods applied to bring the project schedule back into alignment with the original dates and goals for the project ends dates . Correctives actions are efforts to ensure that future performance meets the expected performance levels, it includes the followings.
  - a- Extraordinary measures to ensure work package complete as schedule.
  - b- Extraordinary measures to ensure work package complete with as little delay as possible.
  - c- Root- causes analysis of schedule variances.
  - d- Implementing measures to recover from schedule delay.

## Appendix IX

Date 18 /10/2013

### Insurance

Insurance covers a vast range of contracts each of which distribute, risk among a large number of members (insured) through insurance company (insurer). It is a contractual under taking by the insurer to pay a sum of money or give something of value to the insured or a beneficiary upon the happening of contingency or contracting parties.

Kinds of Insurance: - there are a many kinds of insurance and many kinds of insurance policies, the following are the common kinds of insurance.

- 1- Life Insurance: - (death Insurance) this a contract by which the insurer pay a specific amount of money upon the death of the insured, provided that the required premium have been paid the insured. The payment is made either to a named beneficiaries or the estate of the deceased.
- 2- Ordinary Life:- Ordinary life or , whole life insurance is often considered as a form of saving or investment , because the insured has a right to borrow from the insurer an amount not exceeding the cash surrender value of the policy , which value increases the longer policy is in force . Ordinary life insurance if designed to run for the entire life of the insured and generally, under a straight – life policy, requires the payment of premiums until the insured’s death.
- 3- Causality Insurance: - causality insurance covers losses due to damages or destruction of personal property by various causes other than fire or the elements, and is sometimes applied to personal injury of death or property loss due to accident.
- 4- Liability Insurance: - liability insurance provides indemnifications against loss by reasons of liability of the insured for damages resulting from injuries to another’s person or property. Although this kind of insurance is usually thought of in connection with automobiles, where it is often of greater interest to the injured person than the driver who has caused the injury, it is customarily carried owners and lessees of real property to protect against public liability for injuries arising on the premises.
- 5- Group Insurance:- Group insurance covers a numbers of individuals , all with some common interest , under a blanket or single policy. This insurance is usually either life or accident or death insurance. This term death insurance refers to the method of selling standard time of insurance.

Nature of Insurance Contracts: - The basic principles of contracts law apply to insurance policies. However, insurance companies engage in a large volume of business over wide areas, and therefore, their policies are standardized. In some Sates

Appendix X  
Attendance Record

(omitted)

standardization is required by statutes. This usually means that the insured must accept a given policy or do without the desired.

Offer and Acceptance: - Offer is generally made by the insured by applying to the insurance company and the insurance company when the contract is created will make the acceptance. The company's acceptance may be conditioned, for instance, upon the payment of the premium or delivery of the policy while the insured is in good health.

If the company writes a policy which differs from the application, then it is the company which makes a counter offer which the applicant may or may not choose to accept



**The Project for Comprehensive Planning and Support for Urgent Development  
on Social Economic Infrastructure in Malakal Town**

## **6. Final Project Management Training Report**

**Ministry of Physical Infrastructure and Rural Development/JICA Malakal  
Compound/Malakal Vocational Training Centre  
Jan.-Apr. 2013.**



**Table of Contents**

S/N	Content	Page
1	Introduction	A7-146
2	1st Session Report	A7-147
3	2nd Session Report	A7-174
4	3rd Session Report	A7-195

**Introduction:**

**1. Background**

The JICA Project Team applied the Project Cycle Management<sup>1</sup> (PCM) as a project management tool, and provided the capacity development workshop sessions for its counterpart organizations; the officers of Directorate of Road and Bridges and Department of River Transport, both of which are under Ministry of Physical Infrastructure and Rural Development Upper Nile State (MPIRD-UNS), Department of River Transport Ross, Ministry of Gender and Social Welfare UNS, Ministry of Animal Resources and Fisheries UNS and Ministry of Education UNS.

**2. Objectives of Project Management workshops**

- a) To develop the project management skill of the officers engaged in the three urgent support projects in water, port and community road sectors assisted by JICA for actual application to these urgent support project
- b) To develop the skill of the UNS and RoSS officers in identifying needs and formulating projects in their respective area of activities

**3. Framework of Sessions**

Session	Contents	Date
1st Session (2 half-day)	<ul style="list-style-type: none"> <li>✓ The general outline of the PCM technique</li> <li>✓ Stakeholder Analysis</li> <li>✓ Problem Analysis</li> </ul>	January-February 2013
2nd Session (2 half-day)	<ul style="list-style-type: none"> <li>✓ Objective Analysis</li> <li>✓ Project Selection</li> <li>✓ Project Design Matrix (PDM)</li> </ul>	April 2013
3rd Session (1 half-day)	<ul style="list-style-type: none"> <li>✓ Plan of Operation</li> </ul>	April 2013

<sup>1</sup>PCM is a technique developed by Japanese experts in the 1990's based on the log frame method of USAID and ZOPP method of GTZ, Germany. PCM is widely applied to the project assisted by JICA in the world. It is an effective technique to manage the whole process of a project and a series of projects in a logical and consistent manner. It is suitable as a participatory development planning tool as well as for monitoring and evaluation of projects.

**The First Session Report:**

The first round of capacity development workshop sessions were held for the subject of “Project Management” in January to February 2013. The participants included the officers of Directorate of Road and Bridges and Department of River Transport, both of which are under Ministry of Physical Infrastructure and Rural Development Upper Nile State (MPIRD-UNS), Department of River Transport ROSS, Ministry of Gender and Social Welfare UNS, Ministry of Animal Resources and Fisheries UNS and Ministry of Education UNS. The attendants were around 10 participants in each session.

Sessions with South Sudan Urban Water Corporation (SSUWC) was put on hold until the MPIRD-UNS Director General's return from Japan and his decision on the selection of the participants including those to be newly employed.

The objectives of Project Management workshops are the following.

- a. To develop the project management skill of the officers engaged in the three urgent support projects in water, port and community road sectors assisted by JICA for actual application to these urgent support projects
- b. To develop the skill of the UNS and RoSS officers in identifying needs and formulating projects in their respective area of activities

A technique called “Project Cycle Management (PCM)” was applied. PCM is a technique developed by Japanese experts in the 1990's based on the log frame method of USAID and ZOPP method of GTZ, Germany. PCM is widely applied to the projects assisted by JICA in the world. It is an effective technique to manage the whole process of a project and a series of projects in a logical and consistent manner. It is suitable as a participatory development planning tool as well as for monitoring and evaluation of projects.

The JICA Project Team provided two sessions for each organization. A session lasted about three hours. In the first sessions, the participants were introduced to a general outline of the PCM technique, followed by the first half of stakeholder analysis up to sorting of the stakeholders by category. The second sessions dealt with the second half of stakeholder analysis, in which

detailed analyses were made for selected important stakeholders, and problem analysis.

The second round of sessions are planned to be held in March to April 2013. The subjects then will be preparation of Project Design Matrix (PDM) and Plan of Operation

(PO). The results of stakeholder analyses and problem analyses will provide basic information required in preparing PDM and PO. Technical aspects of PDM and PO will be worked out with the support of JICA Project Team's technical experts. PDM and PO to be prepared will be applied to management of the three urgent support projects.

A whole set of sessions including stakeholder analysis, problem analysis, PDM and PO will be provided to SSUWC officers in the March-April period. The following presents a brief summary of the achievements of each session.

(1) Directorate of River Port UNS and ROSS

The sessions were held on January 22 and 28. After identifying a variety of stakeholders concerning port activities as shown in Attachment-A such as people, traders, off-loaders, government staff, truck drivers, shipping companies and fishermen in the first session, the participants selected “people”, “traders” and “shipping companies” as the important stakeholders for a detailed analysis in the second session as shown in Attachment-B. Among the strengths/weaknesses, they selected “difficulty for passengers to move”, “difficulty in embarkation and disembarkation”, “no support for tie” as the issues that can be addressed in the Malakal Port improvement project as shown in Attachment-B.

A problem analysis was conducted subsequently in the second session. The core problem was defined as “Malakal Port is not functioning well.” The participants were successful in developing the problem tree both downward and upward as shown in Attachment-C. All the important issues seemed to have been addressed. Some improvements were made after the session by the JICA Project team expert as shown in Attachment-D and Attachment-E. The direct causes creating the core problem were identified as “Crowdedness in the port area “(management issue)”, inefficiency in loading and unloading and embarkation and disembarkation (efficiency issue)” and “difficulty in unloading heavy cargo (Capacity issue)”. The results of the core problem are

“poor revenue for the government”, “limited availability of commodities” and “limited mobility with the other side of the river”.

## (2) Ministry of Animal Resources and Fisheries (MARF-UNS)

The sessions took place on January 23 and 30, 2013. The attendants were six in the first session including officers in planning, investment and marketing area, animal production and range management area and fisheries and aquaculture area. There were nine participants in the second session with an addition of three officers from the veterinary service department. Since the areas of responsibility of the participants were not uniform, a common subject relevant to all the participants had to be figured out.

“Market for fish and meat” was selected as the subject for analysis. The participants initially had a difficulty in identifying the important stakeholders for detailed analysis due to the complexity of how market functions. So a flow chart of the process of fish and meat arriving at the market as shown in Attachment-G was prepared to clarify which stakeholders would directly benefit from the improvement of markets. As a result, the stakeholders shown in H were selected as the important stakeholders: “community”, “fishermen”, “fish buyers and sellers”, “butchers”, “MARF” and “Directorate of Local Government”. While MARF is responsible for technical aspect of meat and fish market, Directorate of Local Government is in charge of administrative and management aspect.

A relatively balanced chart was created as a result of a stakeholder analysis for meat and fish market as shown in Attachment-H. A good number of opinions were expressed not only for problems and weaknesses, but also for strengths and potential and measures.

The core problem for the problem analysis was defined as “consumers are not able to get good fish and meat at reasonable prices and in sufficient quantity”, indicating three problems of quality, price and quantity. The JICA Project team expert assisted the MARF participants first in expressing their ideas, then finding appropriate locations to place their cards according to “cause-effect” relation. The problem tree prepared as the output of the session as shown in Attachment-J shows that they did a fairly good work.

The JICA Project Team expert made small improvements after the session. All the cards related with the price on the left part were grouped under a new card “prices of meat

and fish are high” and a card saying “low income of consumers”, which was first placed aside because nobody was sure where it was supposed to be placed, was added as a factor to explain non-affordability of meat and fish for people. The logic is meat and fish are not affordable for people because the prices are high and people’s income is low.

## (3) Ministry of Gender and Social Welfare (MGSW-UNS)

The sessions took place on January 24 and February 4, 2013. Reflecting the nature of MGSW’s work, the stakeholders listed were diverse. They were classified into “ children”, “women”, “disabled” and “general”. The participants selected “children”, “women” and “MGSW” as the important stakeholders. Problems of women and children are highly related according to them. Although there were opinions that disabled people are important stakeholders, it was judged better not to select too many for the sake of analysis in the next session. Reflecting the nature of MGSW’s work, no potential opponents were identified.

Attachment-L presents the result of a detailed analysis on the three stakeholders: women, children and MGSW. The fact that there were a number of cards posted for “strengths/potential” and “measures” indicates relatively high conceptualization capability of the participants.

In order to determine the core problem for the problem analysis at the next step, the participants discussed which stakeholder among three should be selected as the target group. They selected “women” as the target group because most of the problems with children could be solved if the problems for women are solved and also MGSW is on the side of supplying services for women.

Attachment-M presents a problem tree worked out by the participants in the session. The problems with children are listed above the core problem of “Women in Malakal live difficult lives”, indicating that a number of problems for children are caused by the problems with women. Attachment-N presents some comments by the JICA Project team on the problem tree. An improved problem tree was prepared as shown in Attachment-O. Direct causes of the core problem are “heavy burden of household chores”, lack of goods and food at home”, “many children” and “ weak and unstable position of women”. The factors causing these direct causes can be grouped in three groups of

“infrastructure aspect”, “economic aspect” and social aspect”.

#### (4) Directorate of Road and Bridges, MPIRD-UNS

The sessions took place on January 25 and February 1, 2013. The subject for stakeholder analysis was defined as “community road in Malakal”. The participants initially had a difficulty in following the stakeholder analysis procedure. They did not seem to be positive in expressing their ideas. The JICA expert engaged in community road project from the pilot stage then helped the participants by posting a number of cards in the stakeholder analysis. This help stimulated the participants and they turned more positive.

They selected “people”, “workers” and “Directorate of Road and Bridges” as the important stakeholders as shown in Attachment-Q. While the participants came up with many cards for problems and weaknesses, there were no cards for strengths and potential. This probably would be reflection of a general trend that it is easier to talk about problems they face in daily life than something positive not necessarily visible and requiring imagination for conceptualization.

The core problem was defined as “community roads in Malakal are not in good condition”. The problem tree presented in Attachment-R shows that there are many cards indicating the problems caused by poor condition of community roads in Malakal. Actually it was these cards that the participants were posting at the beginning. It was easier for them to consider problems caused by bad road. So the problem tree developed upward first. After for a while, the participants started to think why the community roads in Malakal are in poor condition. Many cards are related with maintenance of the

community roads, both in terms of lack of maintenance work and its quality. The problem of drainage is also an important issue, indicating drainage should be considered as part of community road improvement. More fundamental issues is related with the lack of proper planning based on analyses and monitoring and evaluation.

#### (5) Ministry of Education UNS

Two sessions took place on January 31 and February 5, 2013. There were 13 participants in the first session including seven teachers. Having discussed

the most import issue in the education sector, the subject of analysis was set as “Primary education in Malakal” as shown in Attachment-S. Reflecting the nature of the education sector, there were found to be many beneficiaries and decision-makers. Decision are made at different levels: issues at schools by teachers, decision at family level by parents, decision at village level by chief and decision at government level by Ministry of Education or county and so on. The participants selected “school aged children”, “teachers” and “Ministry of Education” as the important stakeholders for the next session.

The three important stakeholders were analyzed as shown in Attachment-T. Relatively many cards were posted for “school aged children”. Problems and weaknesses of school aged children included both of those at school and those not attending school. Some cause-effect relations are observed among these cards. While there were a number of cards for “measures” for all the three categories, there were no cards posted for “strengths/potential” Some participants actually tried to post some cards, which were supposed to be placed under “measures”, under “strengths/potential”. The JICA Project team facilitator explained that “problems or weaknesses” and “strengths or potential” are quality or state of something, while “measure” is an action. It seemed difficult for some participants to distinguish between them.

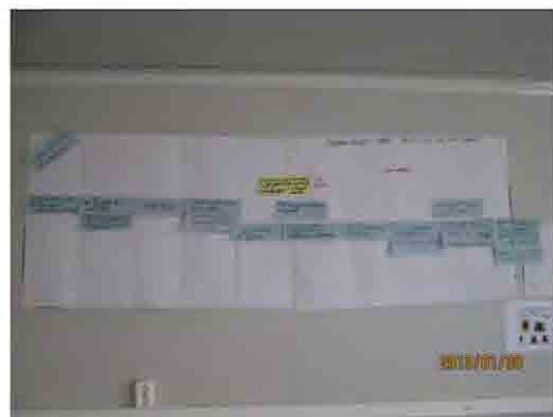
The core problem in the problem analysis was defined as “primary school education in Malakal is functioning only partly” as shown in Attachment-U. Since it was difficult to place each card every time based on cause-effect relation, the facilitator encouraged the participants to place their cards wherever they felt like first. It was not easy for them to fully understand the concept of “cause-effect” relation. After a number of cards expressing problems were placed, the facilitator helped the participants to move around the cards so that a tree structure based on cause-effect relation is built. Problems were broadly divided into two groups, one concerning children attending school and the other group concerning children not going to school. The problems pointed were organized based on the cause-effect relationship for these two groups. Consequences of the core problem were also analyzed. It was found that a vicious circle exists in which the core problem “primary education in Malakal is functioning only partly” results in “high rate of school drop-outs”, and this factor is coming back to the core problem through “many children do not go to school.”



Ministry of Animal Resources and Fisheries      Directorate of River Transport



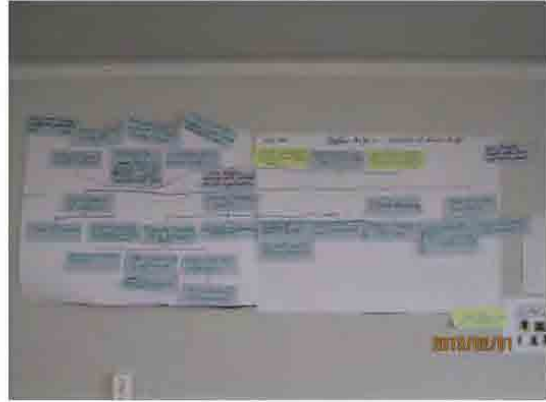
*Ministry of Gender and Social Welfare*      *Directorate of Road and Bridges*



*Ministry of Animal Resources and Fisheries*      *Directorate of Road and Bridges*



*Ministry of Education  
Welfare*



*Ministry of Gender and Social  
Welfare*



*Ministry of Gender and Social Welfare  
building window*



*From Ministry of Education*