

ATTACHMENT

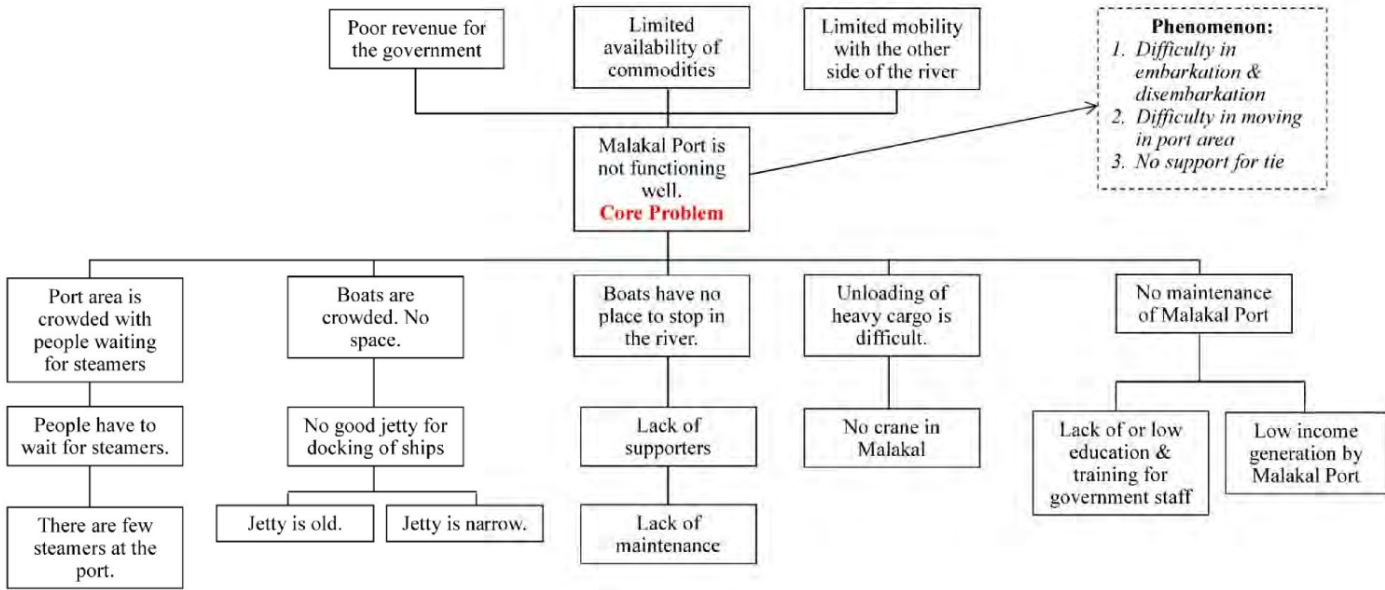
STAKEHOLDER ANALYSIS: PORT January 22, 2013 at Department of River Port

<u>Beneficiaries</u>	<u>Potential Opponents</u>	<u>Implementing Agencies</u>	<u>Decision Makers</u>	<u>Funding Agencies</u>
People	Off-loaders	Ministry of Transport, RoSS	President	Ministry of Transports, RoSS
Traders are the one who benefiting in Malakal Port		Upper Nile State Government	Governor	Government of Upper Nile State
Off-loaders (workers, loading people)				JICA
Staff of Dpt. Of River Port				
Truck drivers				
Merchants				
Shipping companies (cargo boat owner)				
Fishermen				

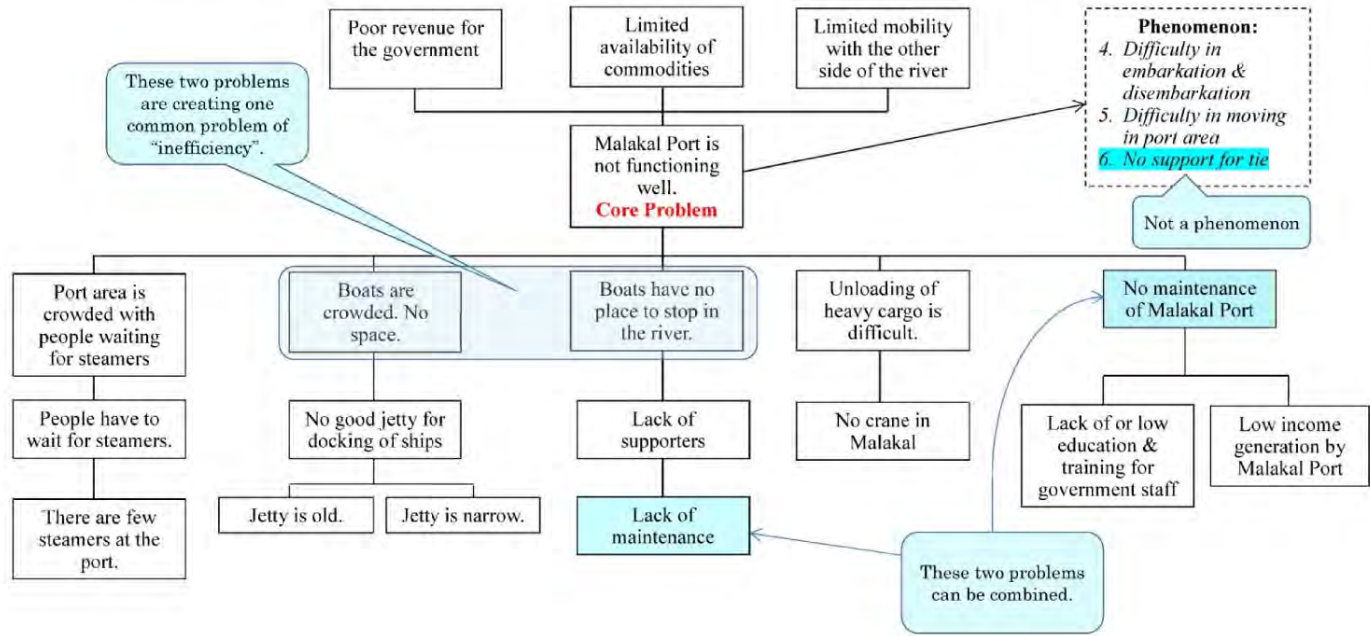
STAKEHOLDER ANALYSIS -2 : PORT January 28, 2013 at Department of River Port

Basic Information	Problems/weaknesses		Strengths/potential	Measures
<p>People (passengers)</p> <p>(1) People who cross the river to Malakal have difficulty in going home because of non-availability of boat. (2) Those cards with ★ are the problems that related to port project.</p>	Boats are expensive.	Transportation for same area is difficult to transfer turn back to their home ⁽¹⁾		Provide awareness ★
	Truck drivers (movement of trucks)	Carry passengers to station (difficulty in embarkation and disembarkation) ★		JICA
	Difficulties for passengers to move ★	Lack of steamers to Naser: means of transportation		Make transportation available.
	Lack of or few transportation between Malakal and Juba	Vehicles are few.	Able to increase the number of ships	Provide training for traders.
Traders (merchants)	Low education level			Improve the port.
	Imposed with so much tax			
Shipping companies (boat operators)	Lack of fuel			
	No support for tie ★			

PROBLEM ANALYSIS: PORT **January 28, 2013 at Department of River Port**

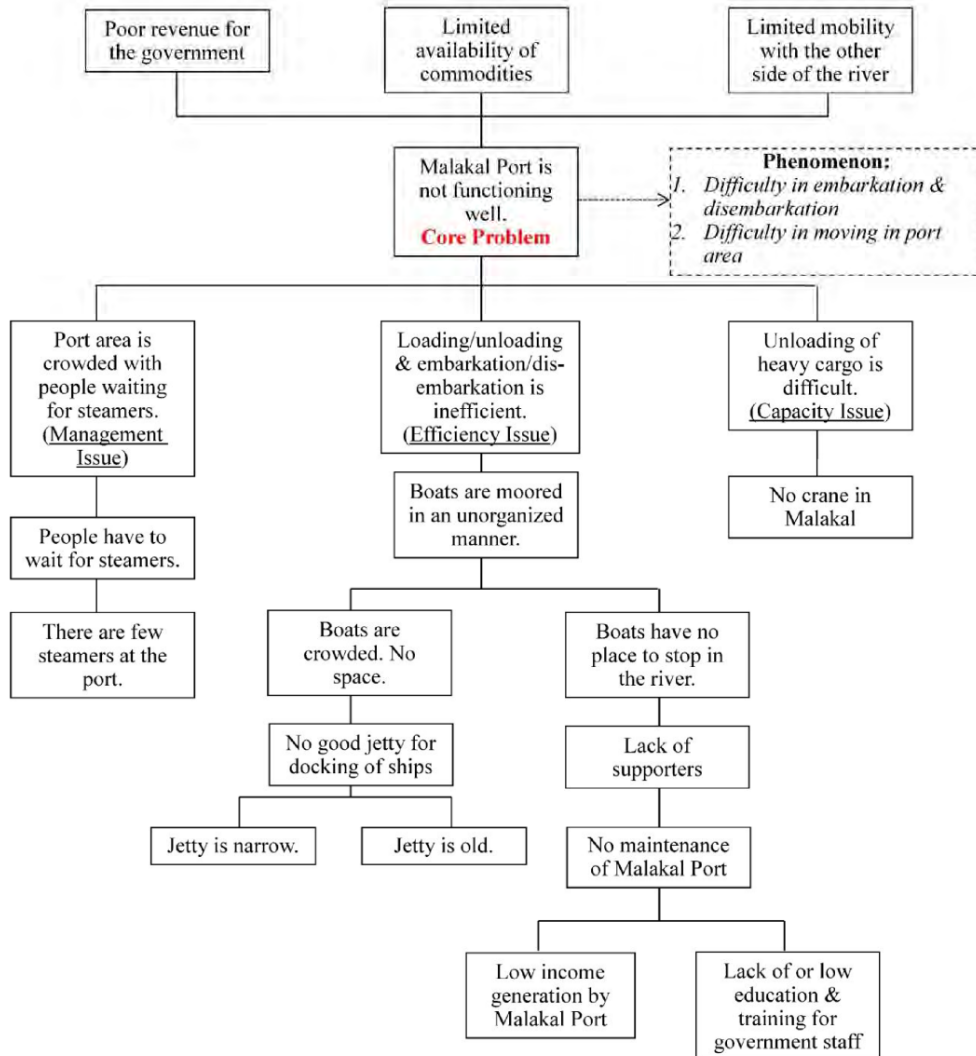


PROBLEM ANALYSIS: PORT January 28, 2013 at Department of River Port Comment on the output of the workshop



Attachment-E

PROBLEM ANALYSIS: PORT (Modified) January 28, 2013 at Department of River Port



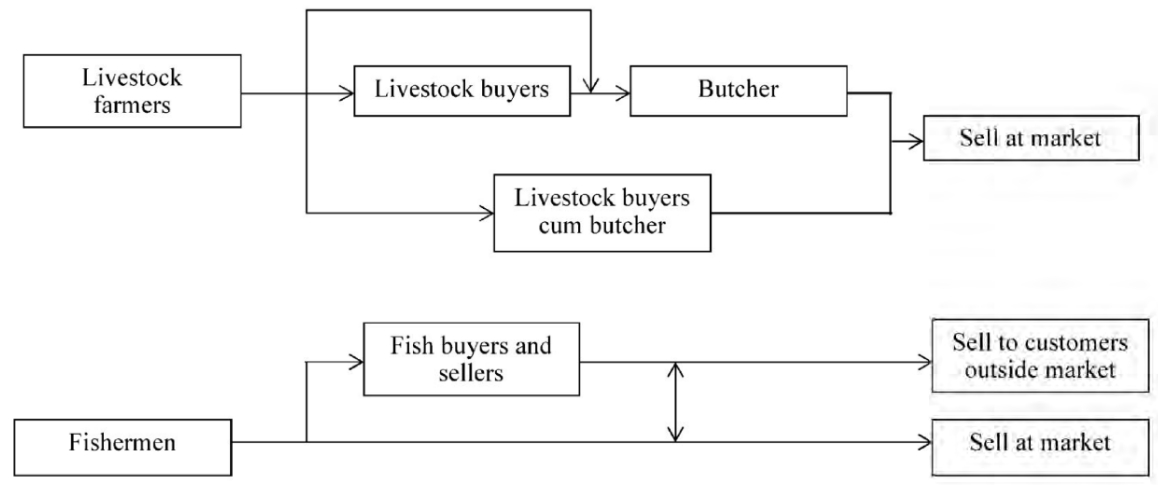
STAKEHOLDER ANALYSIS: MINISTRY OF ANIMAL RESOURCES AND FISHERIES
 January 23, 2013 at Ministry of Animal Resources and Fisheries Subject: “Market for Fish and Meat”

<u>Beneficiaries</u>	<u>Potential Opponents</u>	<u>Implementing Agencies</u>	<u>Decision Makers</u>	<u>Funding Agencies</u>
Community	Traders (1)	GoSS	President	GOSS
People needing fish and meat	Fishermen (2)		MARF-ROSS	
Traders		State Government	Governor	
Traders Union		Fisheries Administration	MARF	UNS
Livestock farmers		MARF officers		JICA
Livestock sellers				Oxfam
Fishermen				WFP
				FAO

- (1) Some traders, like powerful ones, who are benefiting from the current operation may oppose the market improvement.
- (2) Fishermen who are selling fish directly to people may not want to sell fish to government or not like to be controlled by government.

Attachment-G

STAKEHOLDER ANALYSIS: MINISTRY OF ANIMAL RESOURCES AND FISHERIES
January 30, 2013 at Ministry of Animal Resources and Fisheries Subject: “Market for Fish and Meat”
Flows of meat and fish from producers to market



Attachment-H

STAKEHOLDER ANALYSIS: MINISTRY OF ANIMAL RESOURCES AND FISHERIES

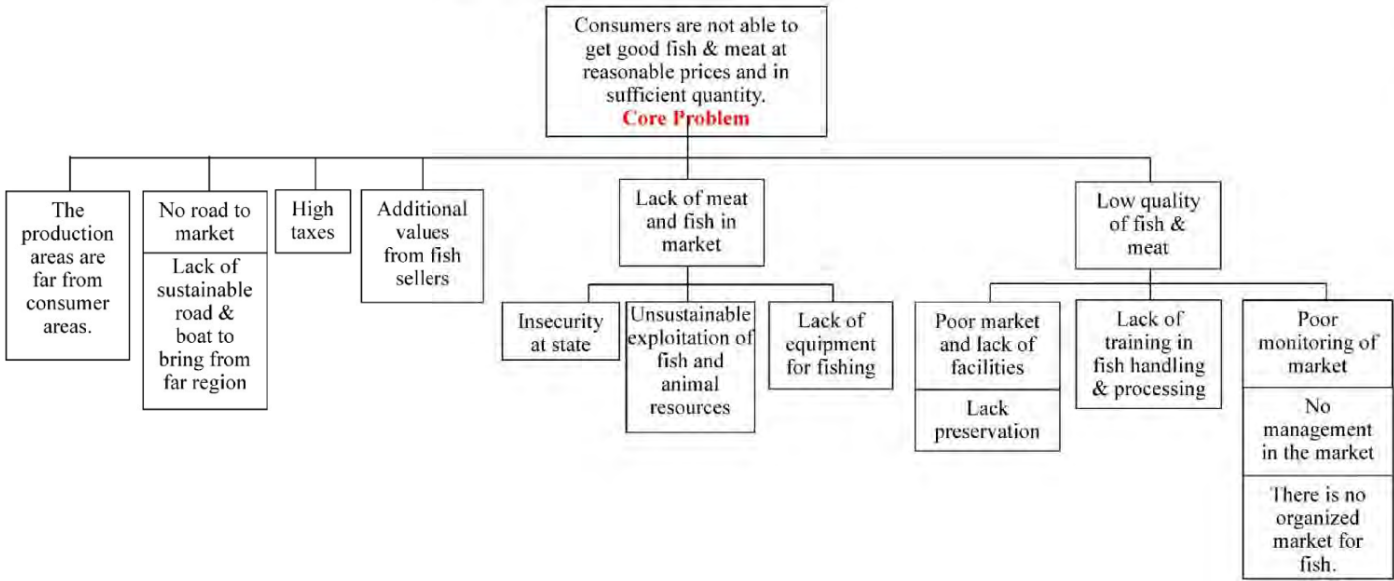
Detailed Analysis on Selected Stakeholders

January 30, 2013 at JICA Compound

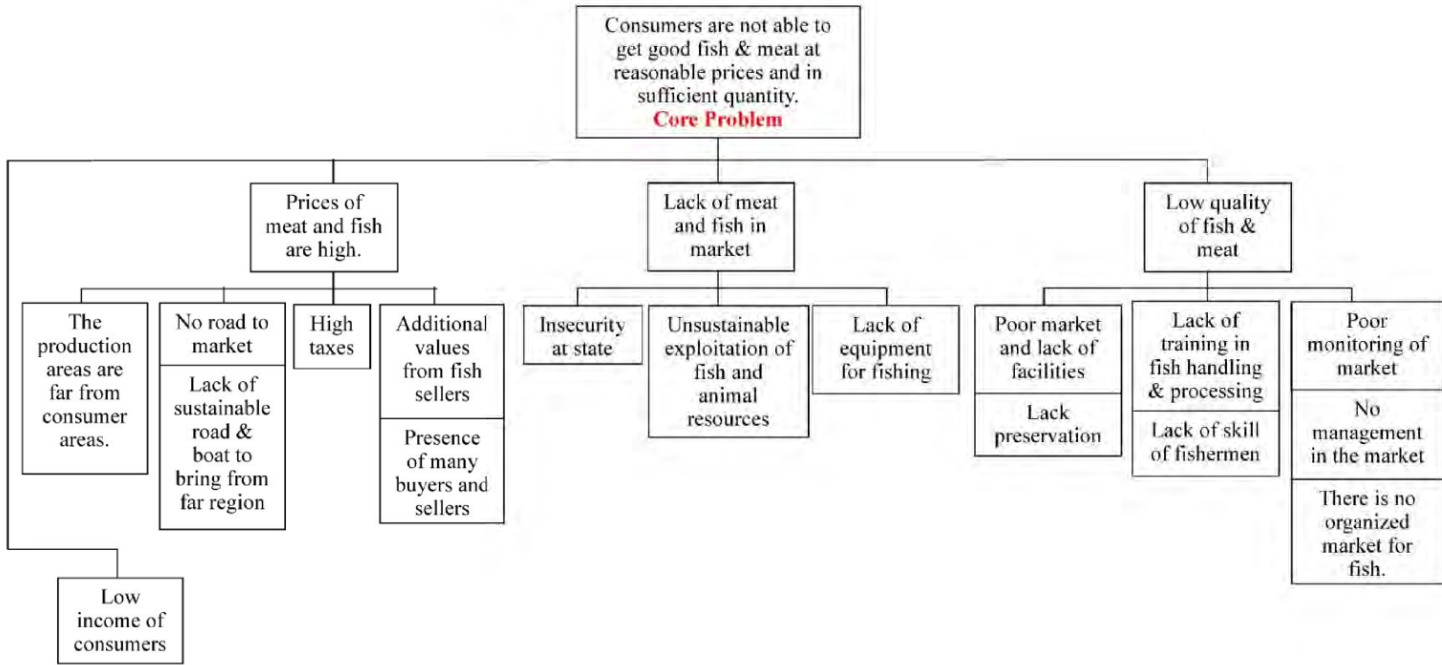
Subject: **"Market for Fish and Meat"**

<u>Basic Information</u>	<u>Problems/weaknesses</u>	<u>Strengths/potential</u>	<u>Measures</u>
Community	High prices of meat and fish	They can deal with high prices.	Building fish market in good area far from areas of human waste and dust
	Area of selling fish and meat is not clean.		
	Difficult to get meat and fish		
Fishermen	Low income	Quick to learn	Training the fishermen (fish landing, processing and marketing)
	Fishes are in bad quality.		Training will improve fish quality.
	Lack of education		
Fish buyers and sellers	High taxes	Provide good grades of meat and fish	
		They give a good a quality to market.	
Butcher	Lack of training (skill)	They bring good meat to market.	
	Shortage of animal products		
MARF	Lack of good policy to deal with the market	Able to improve market quality	Conduct awareness forums
	Lack of budget		
	Lack of refresher course for officers		
Dpt.of Local Government	Lack of organizing rules of market		Dpt. of Local Government should make local order and law for marketing
	Shortage of officers		
	Lack of laws and local order concerning market for meat and fish		

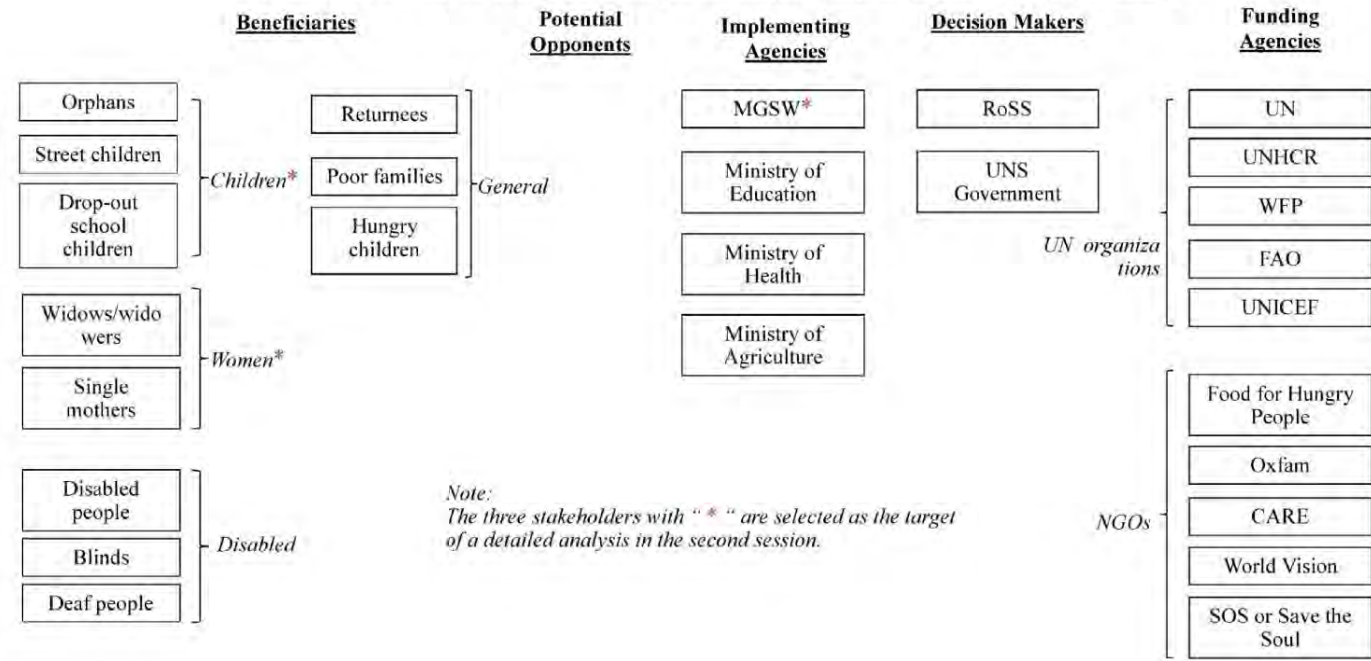
PROBLEM ANALYSIS: MARF January 30, 2013 at JICA Compound



PROBLEM ANALYSIS: MARF January 30, 2013 at JICA Compound



STAKEHOLDER ANALYSIS: MINISTRY OF GENDER AND SOCIAL WELFARE
 10:00-12:30, January 24, 2013 at JICA compound Subject: “Socially Vulnerable People in Malakal”

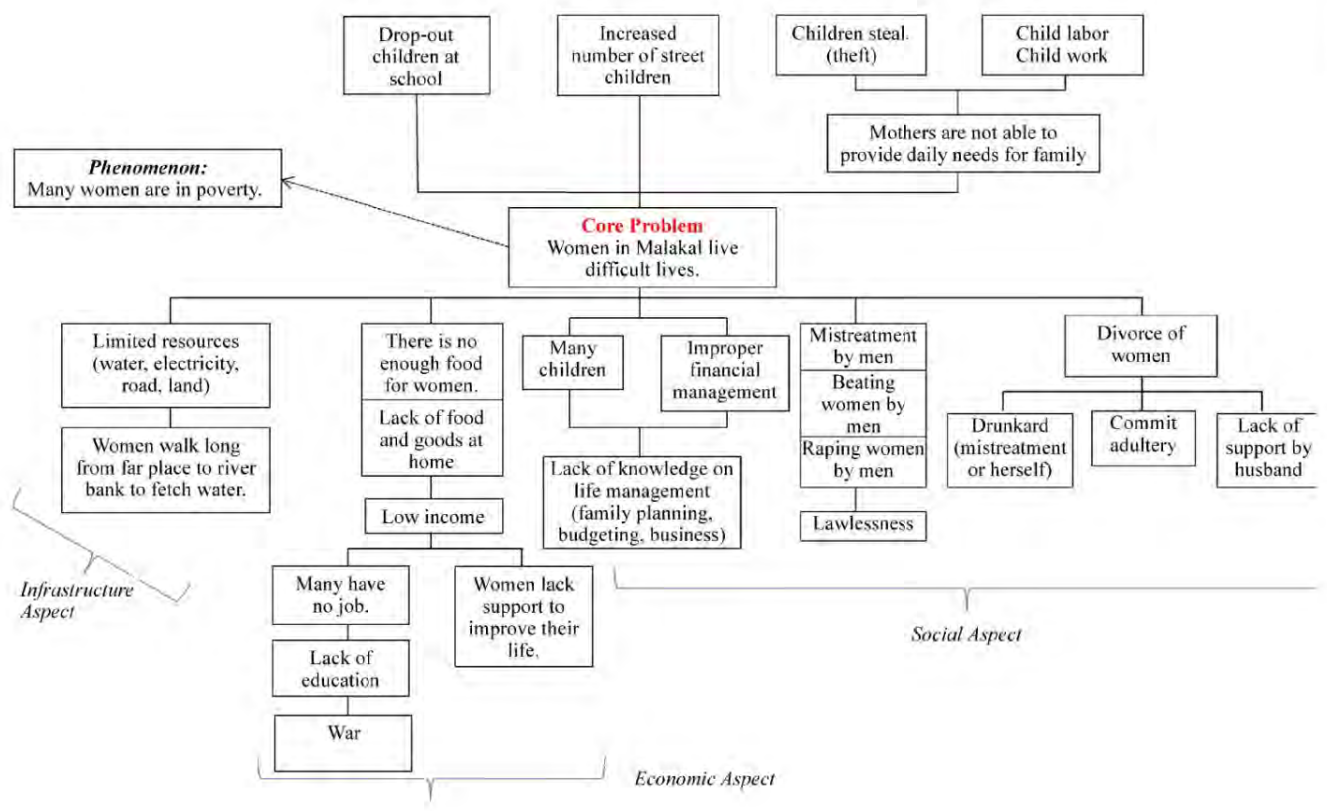


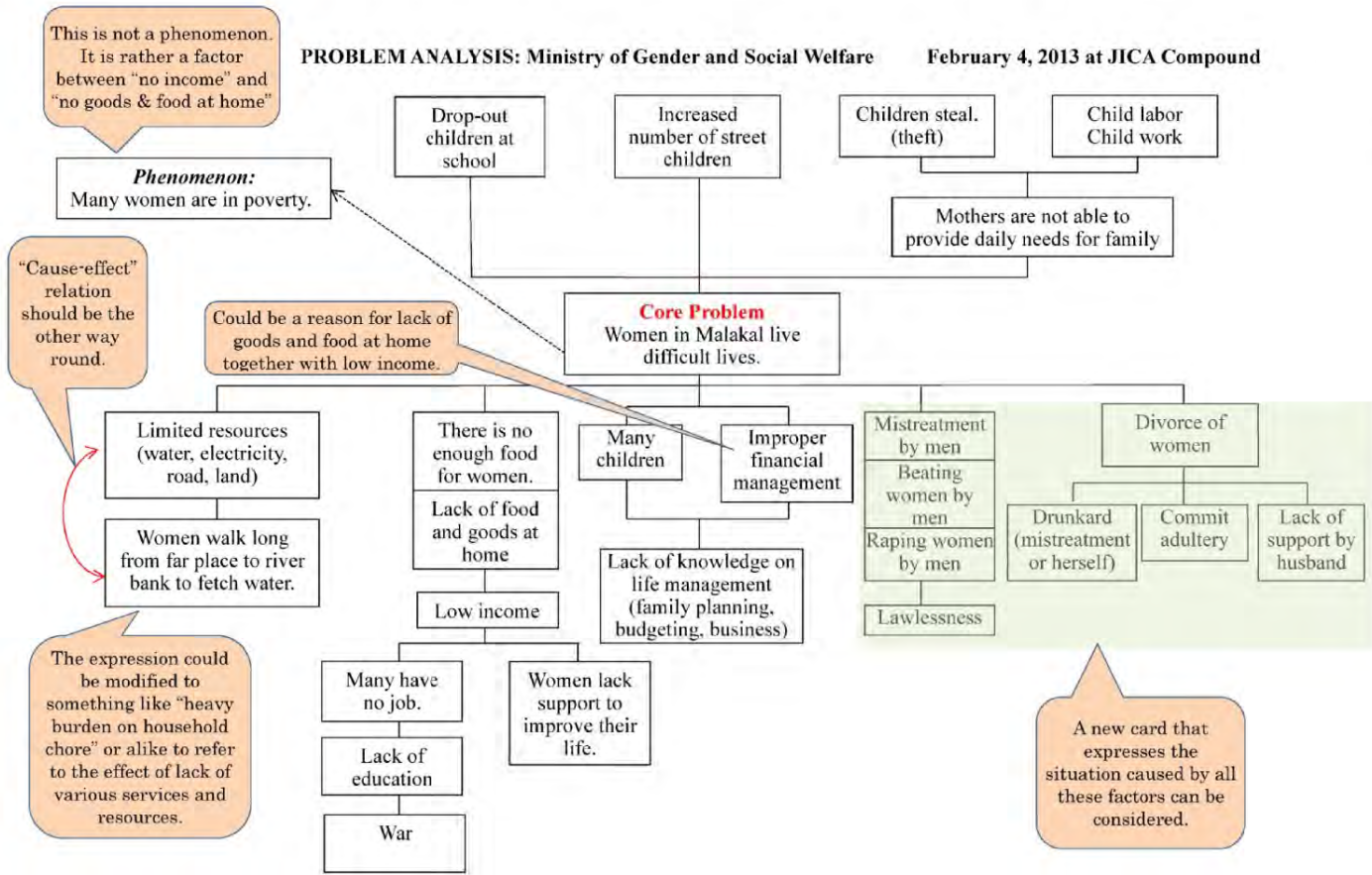
*Note:
 The three stakeholders with “*” are selected as the target of a detailed analysis in the second session.*

**STAKEHOLDER ANALYSIS -2 (Detailed analysis for important stakeholders) for Ministry of Gender and Social Welfare
February 4, 2013 at JICA compound Subject: Socially vulnerable people in Malakal**

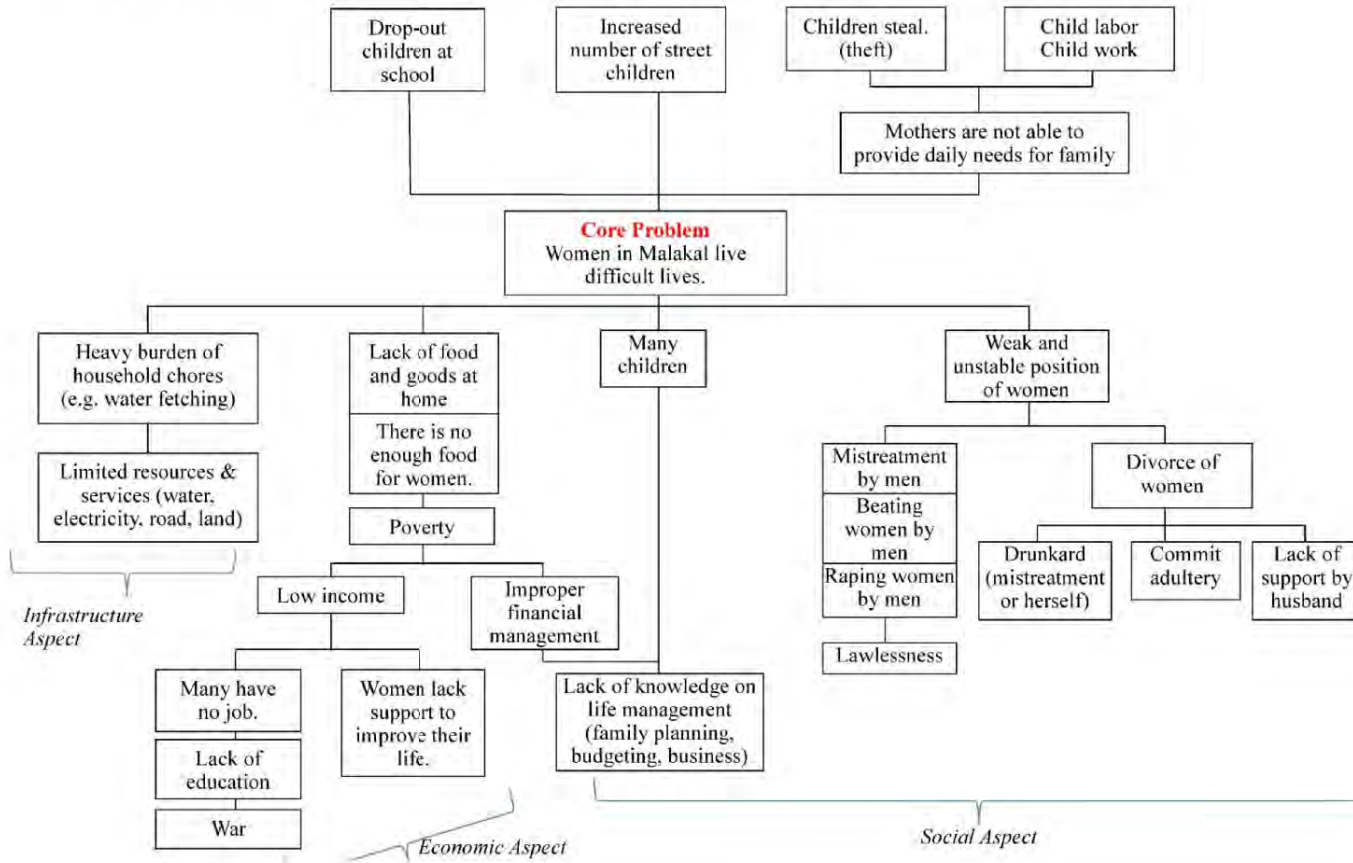
<u>Basic Information</u>	<u>Problems/weaknesses</u>		<u>Strengths/potential</u>	<u>Measures</u>	
Women	Illiteracy	Mismanagement at home	Eager to work	Training on women on how they would do business	Provision of in-service loan
	Poor families	Insecurity	Able to participate in any activity	Training women on vocational training skill	Promote cultivation
	Low income	Displacement		Provide adult education	Promote driving training
	Lack of skill	Lack knowledge			Provision of food security for old aged
	No support	Too many children		Give enough service	To support in making football team
	No jobs		Willing to learn	All children need to go to school.	Provision of fund to support orphans and vulnerable children (school)
				School for poor children without pay	
Children	Hungry	Lack of parental care		Provide training to learn English language	
	No enough food				
	No education				
Ministry of Gender and Social Welfare	No transportation	Lack of training for social workers	Regulate the work schedule		
	Lack of fund				
	No vacancies (shortage of posts for people)				

PROBLEM ANALYSIS: Ministry of Gender and Social Welfare February 4, 2013 at JICA Compound





PROBLEM ANALYSIS-3 (Modified): Ministry of Gender and Social Welfare February 4, 2013 at JICA Compound



STAKEHOLDER ANALYSIS: DEPARTMENT OF ROAD AND BRIDGE+
14:30-17:15, January 25, 2013 at JICA compound Subject: “Community Road in Malakal”

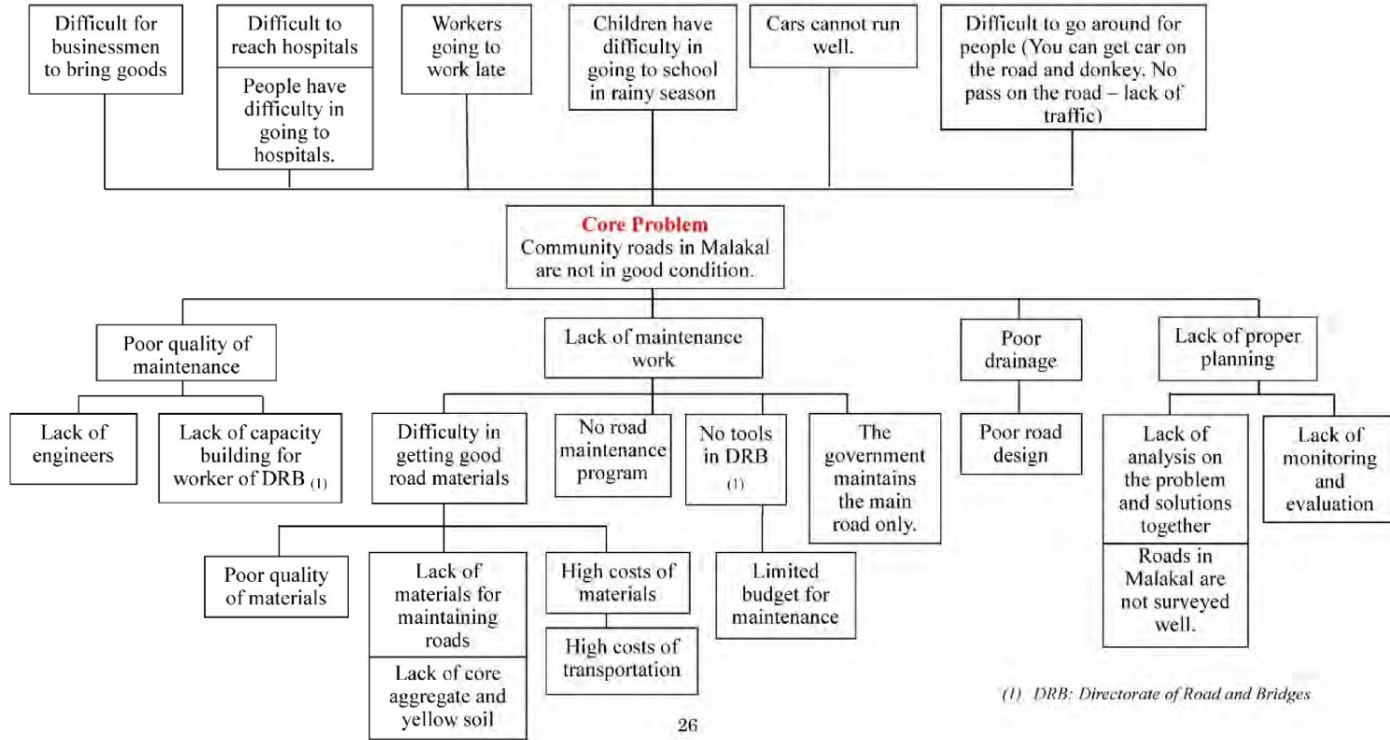
<u>Beneficiaries</u>	<u>Potential Opponents</u>	<u>Implementing Agencies</u>	<u>Decision Makers</u>	<u>Funding Agencies</u>
Drivers	Ministry of Infrastructure Rural Water Section	Government, Ministry of Infrastructure	Governor	JICA
People *	Schools	UNS	Ministry of Infrastructure Rural Water Supply	UNOPS
children	Kano	Ministry of Physical Infrastructure	Director General of Ministry of Infrastructure	UNICEF
Schools	Kano	Kano	Ministry of Finance	
Hospitals	Churches	Directorate of Road and Bridges*	Chief	
Business people	SinoHydro Company	Police Section	Malakal City Council	
Community	Mosque	Directorate of Road and road workers		
Workers*				
All the people in Malakal				
People				
Community				

*Note:
The three stakeholders with “*” are selected as the target of a detailed analysis in the second session.*

STAKEHOLDER ANALYSIS -2 : Directorate of Road and Bridges February 1, 2013 at JICA compound
Subject: Community Roads in Malakal

<u>Basic Information</u>	<u>Problems/weaknesses</u>			<u>Strengths/ potential</u>	<u>Measures</u>
People (passengers)	Low education	Roads are too narrow	No drainage can destroy houses		Open drainage for passing water
	No money				Making bridge
	Lack of peace	During rainy season no pass for children going to school	Women cannot walk well in rainy season		Making houses for engineers
	Limited work opportunities				Making wide roads
	Many traffic accidents	In rainy season the town becomes flooded with H ₂ O	Lack of support		Reduce accidents
	People cannot walk well in rainy season				
Workers	Low income	Low capacity		If there is no worker, no good development in the country	Capacity building
	Low attention to work	Low education			Educate workers
Directorate of Road and Bridges	Lack of technician	Lack of experience	Poor office equipment		Improve office equipment
	Lack of training in directorate	Low level of experience	Few training opportunities		To train people on how to build roads and bridges
	No materials	Less qualified staff	Low research for the community problem		Improve techniques and skills
	Lack of machine or equipment				

PROBLEM ANALYSIS: Directorate of Road and Bridges February 1, 2013 at JICA Compound



(1). DRB: Directorate of Road and Bridges

Attachment-S

STAKEHOLDER ANALYSIS: MINISTRY OF EDUCATION

9:30-12:15, January 31, 2013 at MOE building

Subject: "Primary School Education in Malakal"

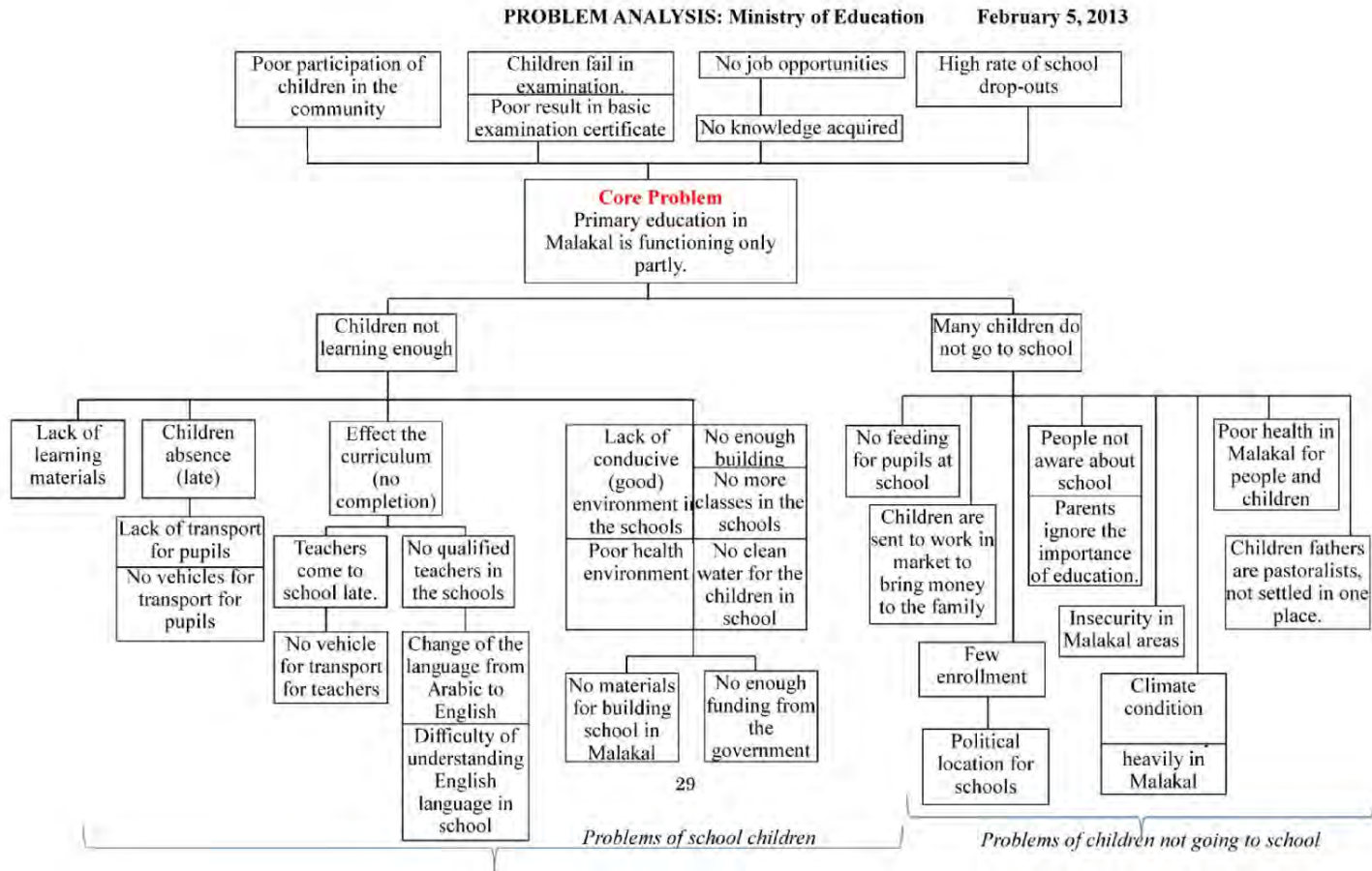
<u>Beneficiaries</u>	<u>Potential Opponents</u>	<u>Implementing Agencies</u>	<u>Decision Makers</u>	<u>Funding Agencies</u>
Pupils		Ministry of Education	Makal County Commissioner	UNICEF
Boys		Teachers (execute policy)	Ministry of Education★	Ministry of Education Upper Nile State
Girls			Head teachers	GoSS
School aged children★			Director of the school	UNS government
PTA			School Directors	
Workers			Minister of Education	
Teachers★			Parents Teachers Association (PTA)	
Parents			Chief	
Primary school education in Thour Al Bander Boys			Parents	
			UNS government	

*Note:
The three stakeholders with "★" are selected as the target of a detailed analysis in the second session.*

STAKEHOLDER ANALYSIS -2 (Detailed analysis for important stakeholders) for Ministry of Education

February 5, 2013 at JICA compound Subject: Primary school education in Malakal

<u>Basic Information</u>	<u>Problems/weaknesses</u>	<u>Strengths/potential</u>	<u>Measures</u>
School aged children	Lack of learning spaces	The children refuse to go to school when there is no feeding at school	Make awareness to their parents
	Bad condition		Providing pupils with food items
	Illiteracy of parents	Difficulty in understanding	Feeding of the schools
	No support of the	Lack of school fees	Boarding schools
	No support of the children to go to school	Crowd in school	Providing schools with sport activities
	Far distance of school from children home	Lack of learning materials	Giving incentives
		Poverty in the family	
	Disease is a problem.		
Teachers	Lack of good administration	Unqualified teachers (Lack of proper training)	Provide in-service teacher training fir building their knowledge and skills
	Low pay for teachers		Teachers must be supported by Ministry of Education
Ministry of Education	Lack of monitoring	Poor coordination between Ministry and counties	Providing schools with means of communication
	Lack of follow-up on school activities		Employment of the teachers
		Lack of school learning materials like text books and teaching aid	Providing free learning materials
		Provision of quality education	Financial support
		Training teachers	Giving schools more materials for learning
		Keep monitoring & evaluation for counties	



2nd Session Report:

The second round of capacity development workshop sessions was held for the subject of “Project Management” in March to April 2013. The Project Cycle Management (PCM) technique was applied in the same way as the first round. The subjects under PCM in this second round included the following.

- Objective analysis
- Project design matrix (PDM) preparation
- Plan of Operation (PO) preparation

The objective analysis and PDM preparation were undertaken in two separate sessions for respective organization with the facilitation by Ms. Nobuko Miyake, JICA expert in charge of capacity development. There were 12 workshop sessions in total conducted from March to April 2013. Mr. Haruo Yamane, deputy team leader, took over the work and facilitated the preparation of plan of operations or action plans in April for the same participants.

In the second session of the “Project Management” workshop, the JICA Project Team provided about 2 three-hour-trainings for each organization. The schedule is as following:

Organization	1 day	2 day
Dep. of Road and Bridge, MPIRD-UNS	5 April 2013	12 April 2013
Min. of Transport, RoSS	8 April 2013	15 April 2013
Dep. of Port, MPIRD-UNS		
Min. of Gender and Social Welfare, UNS	9 April 2013	16 April 2013
Min. of Education, UNS	10 April 2013	17 April 2013
Min. of Animal Resources and Fisheries, UNS	11 April 2013	18 April 2013
South Sudan Urban Water Corporation-Malakal	17 April 2013	18 April 2013

As the session 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, they took the 1st session (general outline of PCM, stakeholder analysis and problem analysis) on 17-18 April 2013.

Brief Summary of the achievements of each organization in the 2nd session are following.

(1) Department of Road and Bridge, MPIRD-UNS

a) Objective Analysis (Annex 1)

The participants settled their core problem as that “the community roads in Malakal are in poor condition” through the problem analysis. In the Objective Analysis, we

discussed how to tackle with this problem.

At the discussion about what impeded to rehabilitate (maintain) the community roads in Malakal to be in good condition, many of the participants pointed out “lack of maintenance tools, equipment and machines”, “lack of knowledge and skill” and “lack of budget”. Also they claimed that the main reason was lack of budget.

Nevertheless nobody had ever made a rehabilitation plan (annual plan) including the cost estimation for its implementation, and submitted them to the DG. Through the discussion, the participants were getting to recognize that they never get budget unless they persuade the decision makers by means of making a convincing plan and valid cost estimation.

Hence the moderator (JICA expert) encouraged the participants to consider what is necessary to make a plan including the cost, and then they found the necessary factors and the order as Annex 2.

b) PDM

Based on the Annex 2, they formulated a PDM as Annex 3. The project purpose was that “the Department of Road and Bridge establishes an annual plan for 2014/15”.

(2) Department of Port and Ministry of Transport (Malakal)

a) Objective Analysis

All participants considered that the Malakal port was not functioning well. The causes can be identified as “crowdedness in the port area” (management issue), “inefficiency in loading and unloading, and in embarkation and disembarkation” (efficiency issue), and “difficulty in unloading heavy cargo” (capacity issue).

The participants considered how to tackle with these three issues in the Objective Analysis. Many of them claimed that the most serious impeding factors were the deterioration of port facilities (jetty and supporters), and lack of skill of existing engineers and technicians and tools for maintenance.

The moderator (JICA expert) reminded them that the JICA project would rehabilitate the jetty and supporters, and encouraged them to consider what they were able to do in cooperate with the JICA support.

Then they concluded four direct means were necessary to approach the core objective, such as; 1) to improve the service for the port users, 2) to increase the efficiency of operation, 3) to establish tariff system, and 4) to establish independent administration system.

b) Project Selection and PDM (Annex 4)

Among the four direct means, they selected “2) to increase the efficiency of operation”

because the other approaches were needed other stakeholders' interventions. The project purpose is that "Malakal Port has improved the efficiency of operation". The expecting outputs are:

- i) The facilities and machinery of Malakal Port are improved,
- ii) Malakal Port staffs are trained well/skillful,
- iii) The efficiency of loading and unloading is increased,
- iv) Facilities and barge (ship) are maintained well and
- v) The security in Malakal Port is kept well.

Output 1 was expected the support from JICA project, and it would be effective in terms of the alignment between JICA project and the PDM.

(3) Ministry of Gender and Social Welfare

a) Objective Analysis

The participants indicated that most of the problems with children could be solved if the problems for women are solved. Thus in the Problem Analysis, they determined the core problem that "women in Malakal live difficult lives".

At the beginning of the Objective Analysis, the moderator conducted social resource analysis around the targeted women. It is most likely that women are in vulnerable situation when they do not have enough education, assets like houses and land and social network like their husbands and/or families. As the result of it, it can be said that many of poor women in Malakal live with their family (relatives) in their community, and they are supported by them. For example, relatives share money and/or food; literate people (students and/or pastors) read and write for her, and so on. However, their relatives also cannot afford to support them frequently. (Annex 6)

Then, they conducted the Objective Analysis as Annex 7. The Objective Analysis showed 7 direct means, and grouped 6 different approaches, namely; strengthening the unity of community approach, capacity development approach, income generation approach, institutional approach, coordination among ministries approach and subsidy approach.

b) PDM

Since only one participant attended the second day of the session for MoGSW (16 April 2013), the moderator told her how to formulate the PDM as an exercise. The PDM will be introduced to other participants as a draft the next week (the 3rd session) and be developed by all participants.

The draft PDM is as Annex 8. The participant selected capacity development approach and income generation approach among 6 approaches as a project, and tentatively

determined the project purpose as that "poor women have generated their income by themselves". Main activities of the project were to provide adult education and vocational trainings, and to increase their income through small business project.

The moderator advised her to reconsider 2 points with other participants:

- i) how to get finance (output 2) and
- ii) how to satisfy pre-condition.

(4) Ministry of Education

a) Objective Analysis

Through the exercise of Problem Analysis in the 1st session, the participants determined the core problem was "primary education in Malakal is functioning only partly". They identified 2 direct causes: "children not leaning enough" and "many children do not go to school".

In the Objective Analysis, they started to consider the desired situation (core objective) to be sorted out the problem, and then they settled it as that "primary education in Malakal is functioning well". In order to approach to the core objective, they claimed two direct means; 1) all children in school age can go to school, and 2) quality of education (school) is improved enough.

On one hand regarding "1) all children in school age can go to school", the participants considered to improve the condition and environment around children. On the other hand regarding "2) quality of education (school) is improved enough, they tried to approach from the improvement of condition and environment of provider side.

b) PDM

The participants discussed about the project selection, and then they selected the improvement the health and nutritious status of children approach from direct mean 1) and the improvement of sanitary facilities in schools approach from direct mean 2). They combined these two approaches into one project.

The formulated PDM was as Annex 10. The project purpose was that "attendance rate of students has been increased". The main activities included the awareness rising of students themselves and their families about the importance of nutrition, the provision of dietary education, the establishment of toilets in school, and the provision of sanitary education.

(5) Ministry of Animal Resources and Fisheries

a) Objective Analysis

The core problem, which the participants from MARF determined in their problem

analysis, was that “consumers are not able to get good fish and meat at reasonable prices and in sufficient quantity”. Based on the results of their problem analysis, the moderator encouraged the participants to imagine how the fish and meat market in Malakal will change if the problems were sorted out. Many opinions were shown, and eventually they were summarized that “fish and meat market in Malakal is attractive for customers”. All participants agreed it to be their core objective.

Then they thought about what was the important factor to be an attractive market, and listed up 5 factors (direct means); reasonable price, varieties of products, quantity (enough amount of products), freshness and quality of processed products. They developed the objective tree about each factor (direct mean) as Annex 11.

b) PDM

Many of the participants were interested in formulating a project to increase the quantity (enough amounts) of products as that the fish and meat market can always supply the products for customers. After some discussion, they selected it as their project.

The project purpose was that “enough amounts of fish and meat are always in the market”. In order to realize it, the participants will take two means, namely; 1) to increase the productivity, and 2) to improve the state of preservation during the transportation. Namely, on one hand, the participants were increasing the productivity of livestock farmers and fishermen by trainings and natural preservation. On the other hand, they were improving the temperature control in the transport of fishes and meats from the surrounding areas.

The details are as Annex 12.

(6) South Sudan Urban Water Corporation-Malakal

a) Stakeholders Analysis

As soon as the participants initiated stakeholder analysis, the moderator noticed that the participants well understood their situation, but they were not able to organize properly the points to discuss.

The issues, which the participants thought of tackling with, can be divided into two; 1) deterioration of all facilities (plants and pipelines) limited stable water supply, and 2) 70% of produced water was in non-revenue. Many problems are derived from these two issues such as lack of human resources, lack of finance, lack of tools/equipment, lack of autonomy, lack of modernized technologies, difficulties to change people’s norm “water is free”, and so on.

Thus the moderator conducted one exercise to organize their problems along with process of water-supply before problem analysis. The result of the exercise was as

Annex 13-1 and 13-2.

b) Problem Analysis

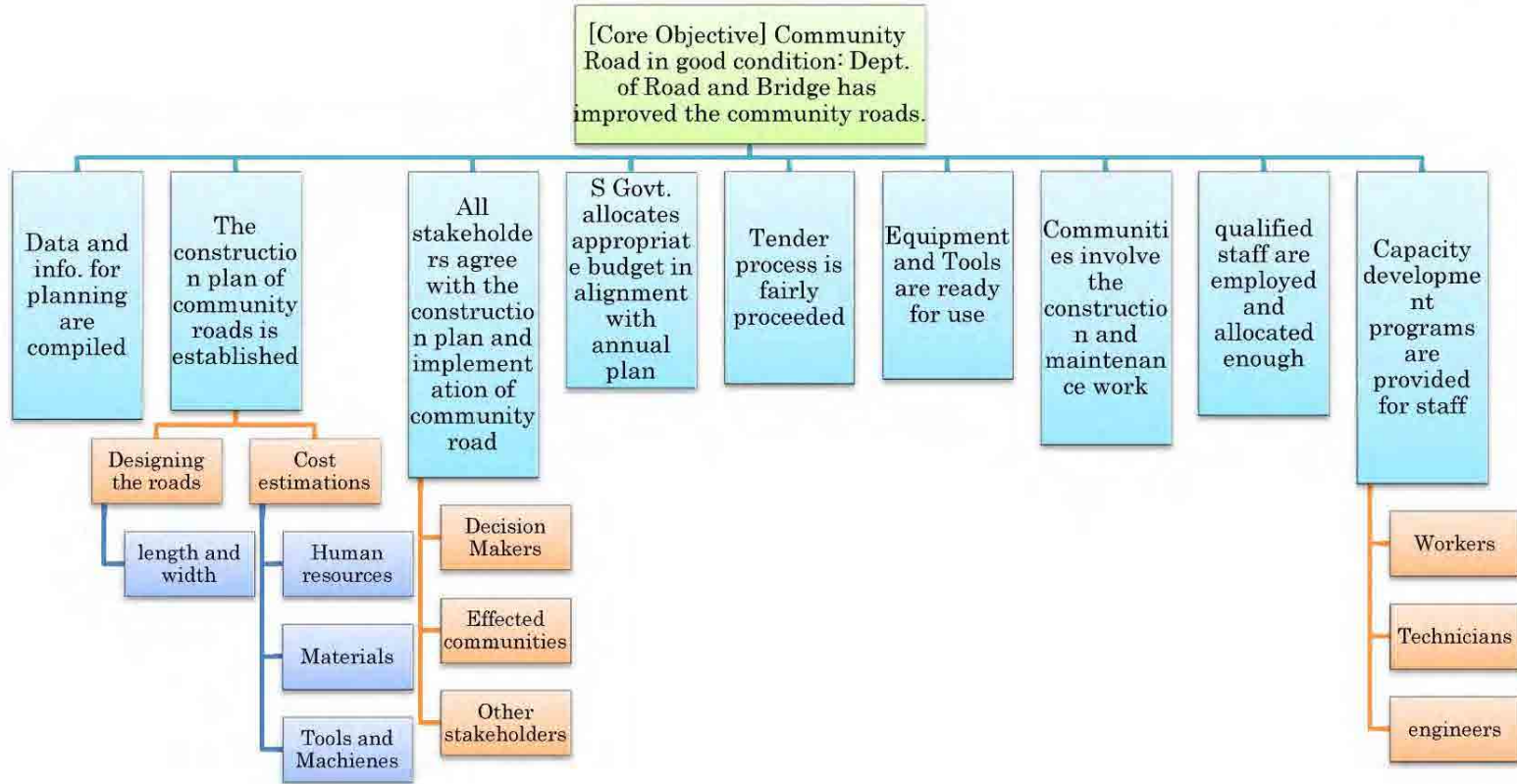
The moderator reminded them that JICA were supporting the rehabilitation of water purification plants and pipeline, and then asked the participants whether the SSUWC can collect enough water tariffs to maintain the facilities sustainably. A participant insisted that the non-revenue was the issue to be urgently tackled with. The other members also supported to his opinion.

Therefore the participants determined the core problem as that “70% of production is non-revenue”, and identified direct causes of the core problem. The result is as Annex 13.

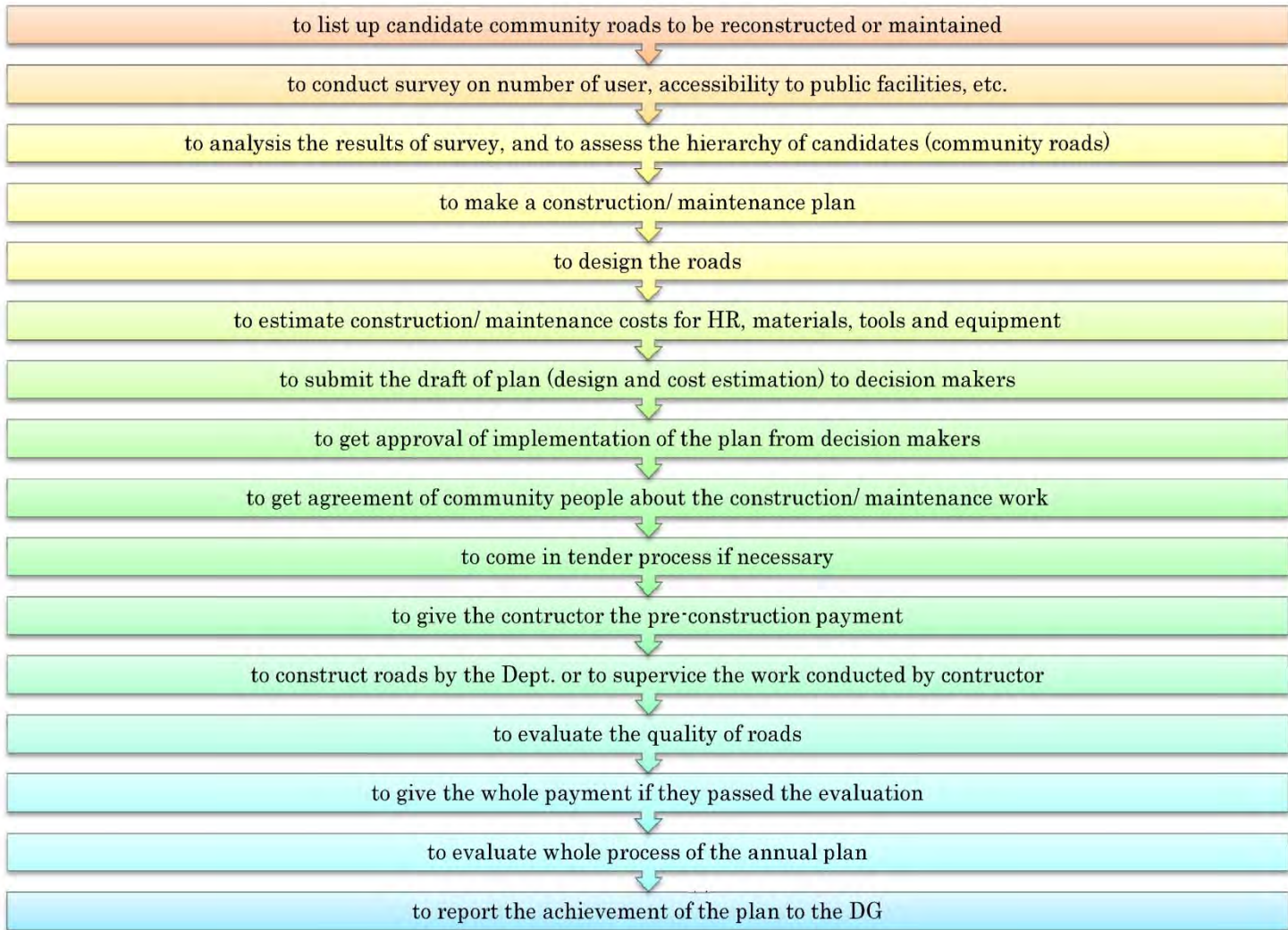
ANNEX

Annex 1: Objective Analysis by Department of Road and Bridge, MPI&RD

12 April 2013



Annex2: Exercise: Annual Working Cycle of Dept. of Road and Bridge



Annex 3: Project Design Matrix (PDM)
Department of Road and Bridge, MPI&RD

Project Name: Community Road Improvement Project

Duration: 13 April 2013 – 30 June 2014

Target Area: Malakal Town

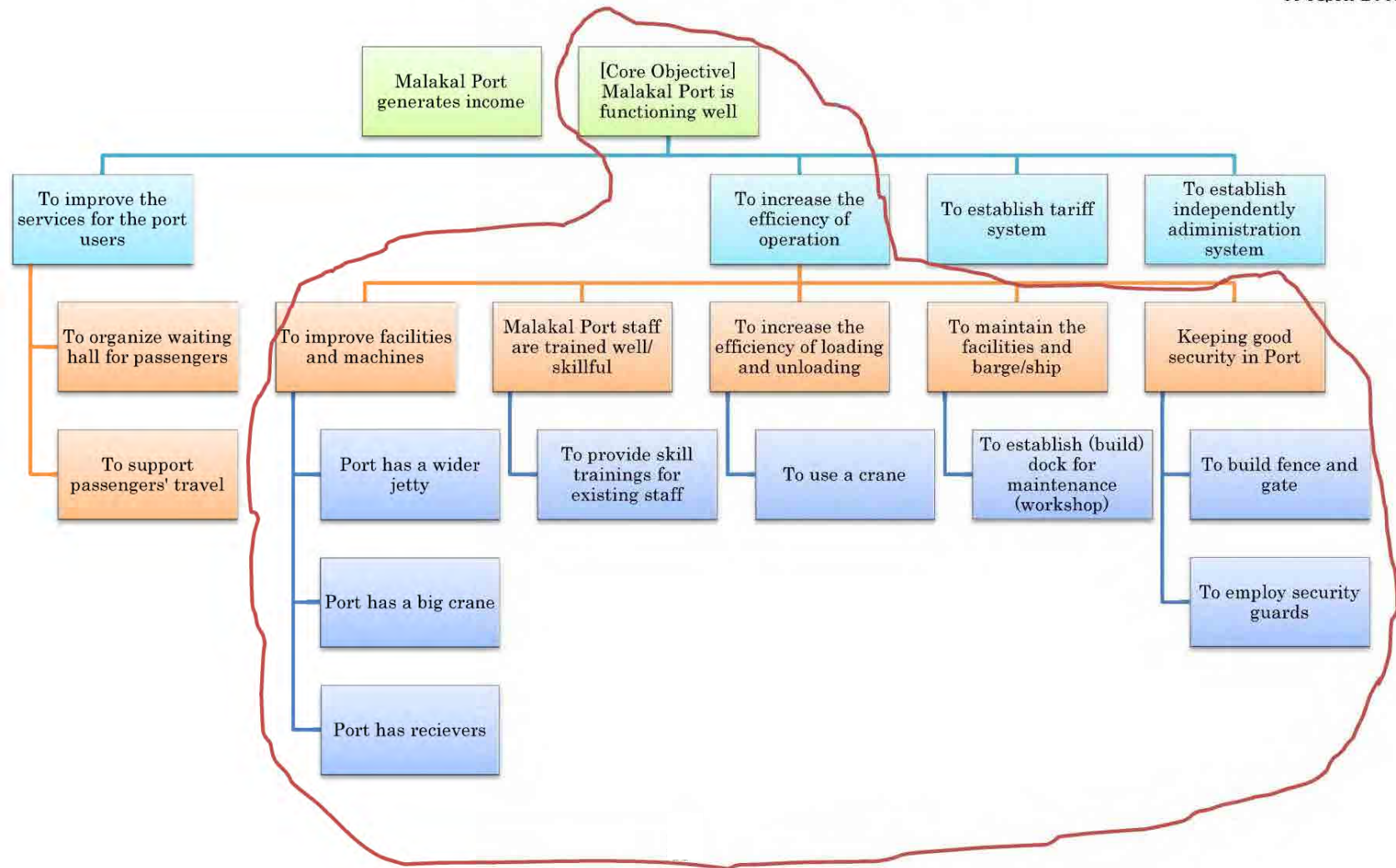
Target Group: Users, communities

Date: 12 April 2013

Narrative Summary	Objective Verification Indicators	Means of Vilification	Important Assumption
Overall Goal Community Roads in Malakal are in good condition			
Project Purpose The Department of Road and Bridge establishes an annual plan for 2014/15			
Outputs 1. Candidate roads are listed up. 2. Survey is conducted and compiled the results (data and information) 3. Based on the results of survey, the targeted roads are selected. 4. The design of the roads is drawn. 5. All cost are estimated.			
Activities 1.1 2.1 to set up a series of selection criteria 2.2 to conduct survey in alignment with the criteria 3.1 4.1 to consider the length and width 4.2 to consider storm drainage 4.3 to consider bridge and other facilities 5.1 to conduct market survey on labor fee, material, tools and equipment 5.2 to estimate the total costs	Inputs		Pre-condition

Annex 4: Objective Analysis by Port Sector (Central and UN State)

15 April 2013



Annex5: Project Design Matrix (PDM)
Port Sector of Central and Upper Nile State

Project Name: Malakal River Port Project

Duration: 1 May 2013 – 30 April 2016

Target Area: Malakal Port

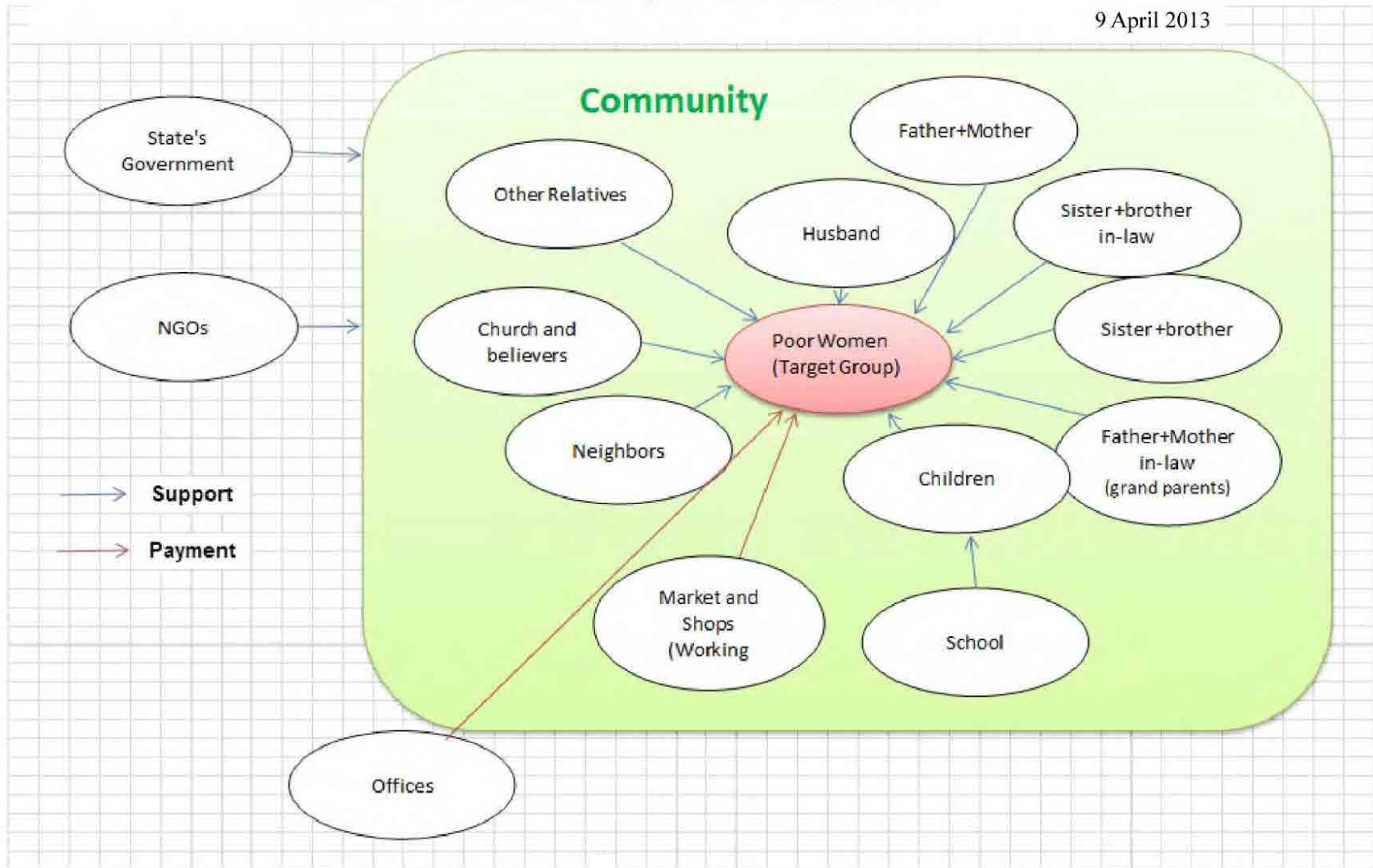
Target Group: People in Upper Nile

Date: 15 April 2013

Narrative Summary	Objective Verification Indicators	Means of Vilification	Important Assumption
<p>Overall Goal</p> <p>Malakal Port is functioning well.</p> <p>Increasing the efficiency of income generation</p>			
<p>Project Purpose</p> <p>Malakal Port has improved the efficiency of operation</p>			<ul style="list-style-type: none"> - Improvement of services for port users. - Improvement of tariff system - Establishment of independent Administration for the port
<p>Outputs</p> <p>1 The facilities and machinery of Malakal Port are improved.</p> <p>2. Malakal Port staff are trained well/skillful.</p> <p>3. The efficiency of loading and unloading is increased.</p> <p>4. Facilities and barge (ship) are maintained well.</p> <p>5. The security in Malakal Port is kept well.</p>	<p>1-1 The rehabilitated jetty is ready for use by the end of December 2013.</p>	<p>1-1 The results of stress test.</p>	
<p>Activities</p> <p>1-1 Port has a wider jetty</p> <p>1-2 Port has a big crane.</p> <p>1-3 Port has receivers</p> <p>2-1 Various skill trainings are provided for existing staff</p> <p>3-1 The big crane is operated well.</p> <p>4-1 Dock for maintenance of barge/ship is established.</p> <p>5-1 Port has a safety fence and proper gates.</p> <p>5-2 Port employs security guards.</p>	<p>Inputs</p>		<ul style="list-style-type: none"> - Agreement with Loaders' Union office about using crane. <p>Pre-condition</p> <ul style="list-style-type: none"> - No change of the number of staff - Weather pattern is normal. - Peace

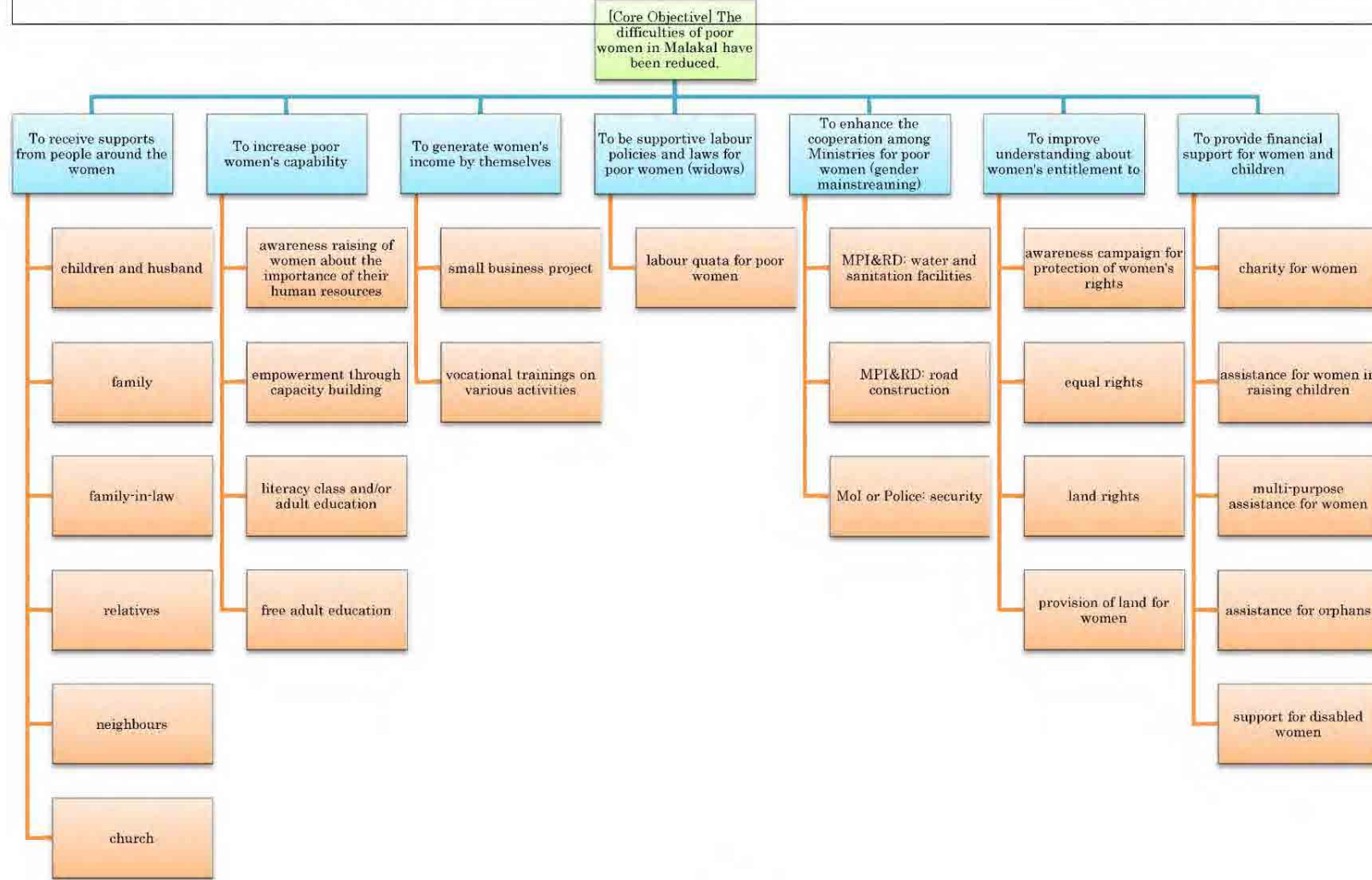
Annex 6: Social Resource which poor women have (MoGSW)

9 April 2013



Annex 7: Objective Analysis of Ministry of Gender and Social Welfare

9 and 16 April 2013



Annex 8: Project Design Matrix (PDM)
Ministry of Gender and Social Welfare

Project Name: Small Business Project

Duration: 1 May 2013 – 30 April 2015 (2years)

Target Area: Hey Salam

Target Group: Vulnerable women*

Date: 16

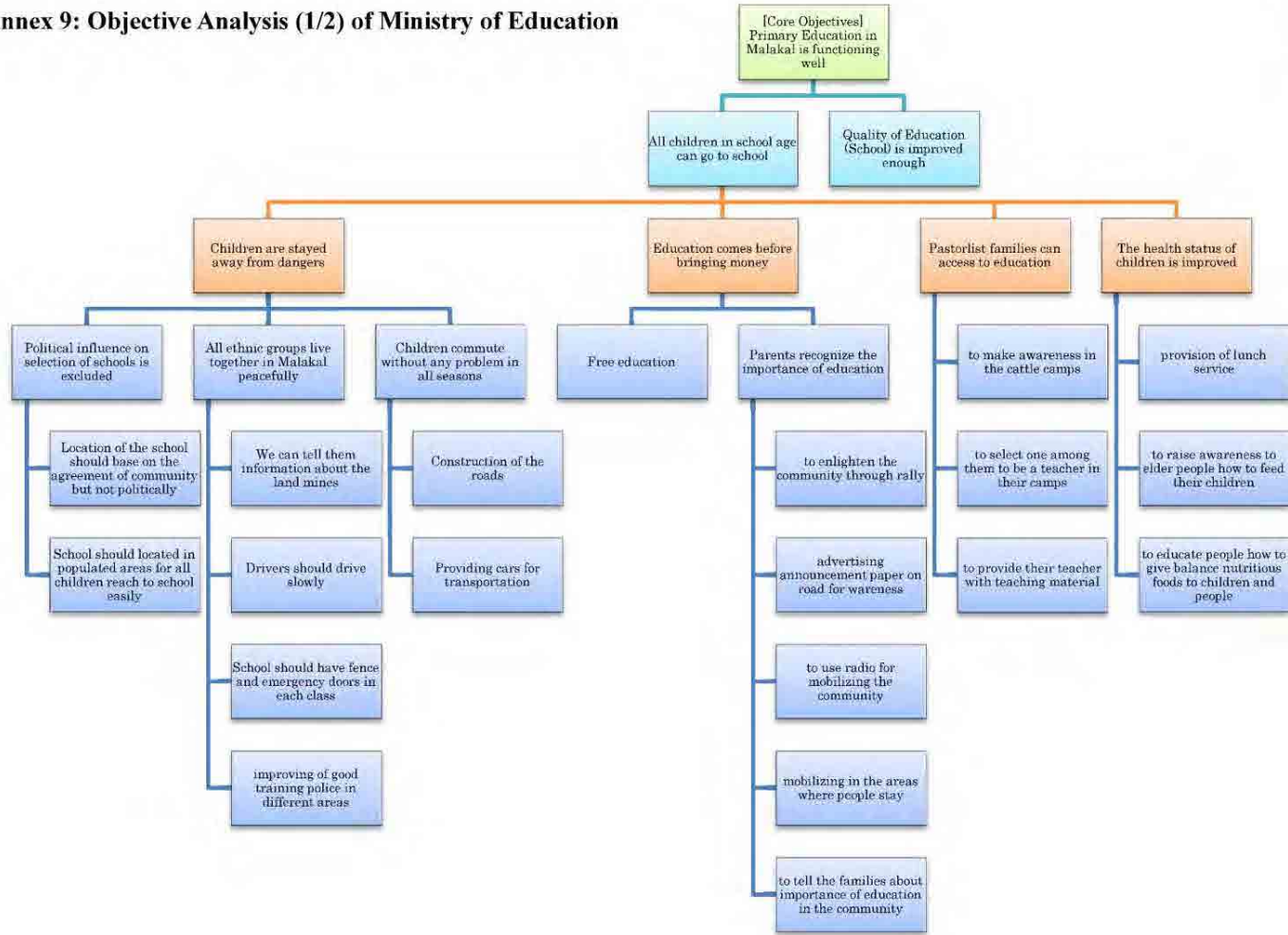
April 2013

Narrative Summary	Objective Verification Indicators	Means of Vilification	Important Assumption
Overall Goal The difficulties of poor women in Malakal have been reduced			
Project Purpose Poor women have generated their income by themselves			- the other ministries implement their projects under the good coordination with the MoGSW
Outputs 1 to formulate (establish) business group 2.to get finance 3.to increase their capabilities (4. to get a person (persons) who has license to deal with the business in market.) 5. to sell their products in the market			- good security - good road condition
Activities 1-1 2-1 to receive seed money (loan) from MoGSW 3-1 to study about market mechanism 3-2 to know about potential competitors. 3-2 to set up their market strategies 3-3 to receive literacy class and/or adult education 3-4 to take book-keeping trainings 3-5 to take vocational trainings 5-1 to promote their products	Inputs		- good security - good road condition Pre-condition The relatives agree to take care of their children, to cook for family, and to clean up their house instead of them (target group).

*Vulnerable women: poor single mother, poor widows, poor disabled women, poor women even having husband

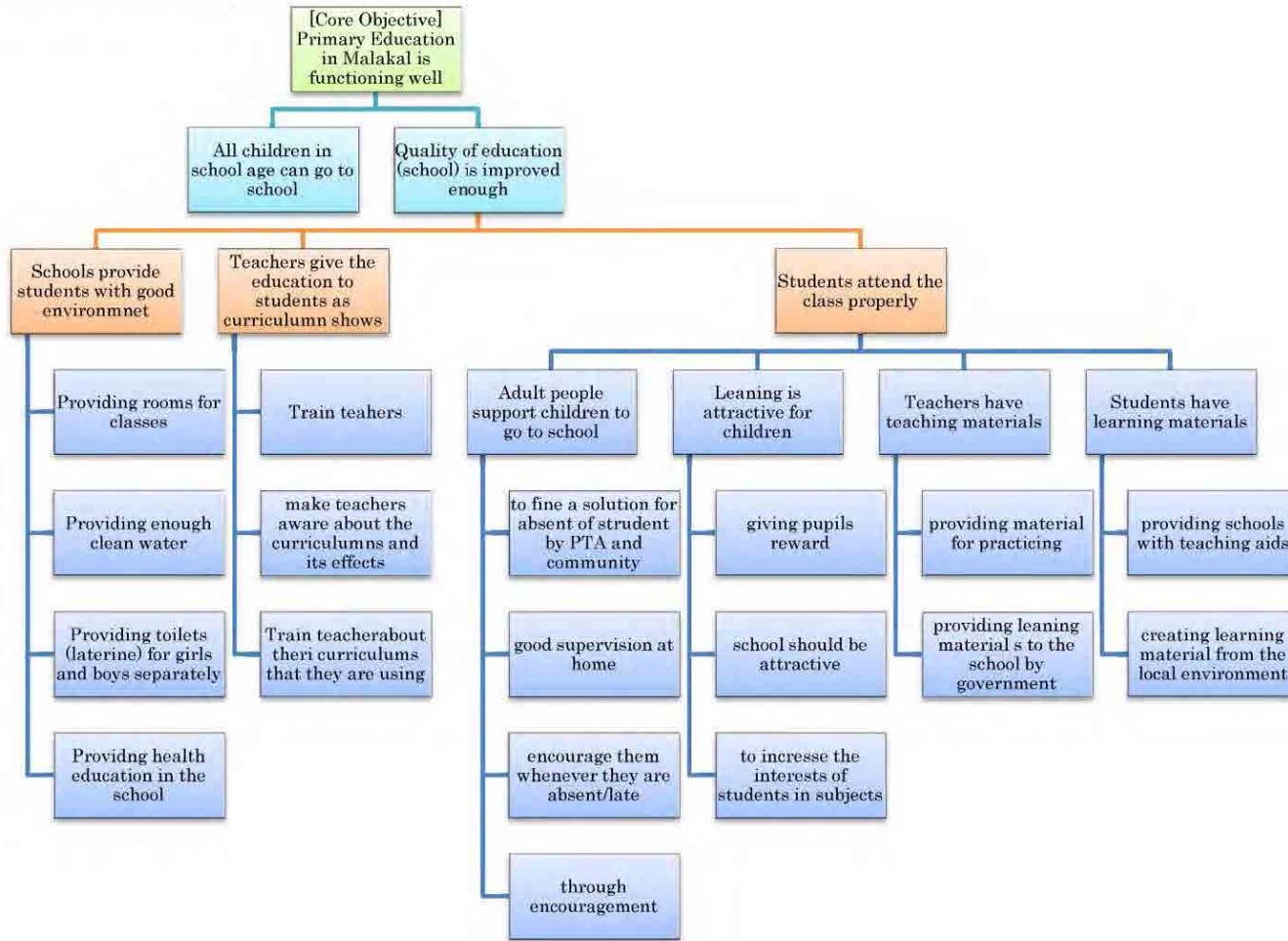
Annex 9: Objective Analysis (1/2) of Ministry of Education

17 April 2013



Objective Analysis (2/2) of Ministry of Education

17 April 2013



Annex 10: Project Design Matrix (PDM)

Ministry of Education

Project Name: Improvement of School Environment Project

Duration: 1 May 2013 – 30 April 2016

(3years)

Target Area: Malakal Town

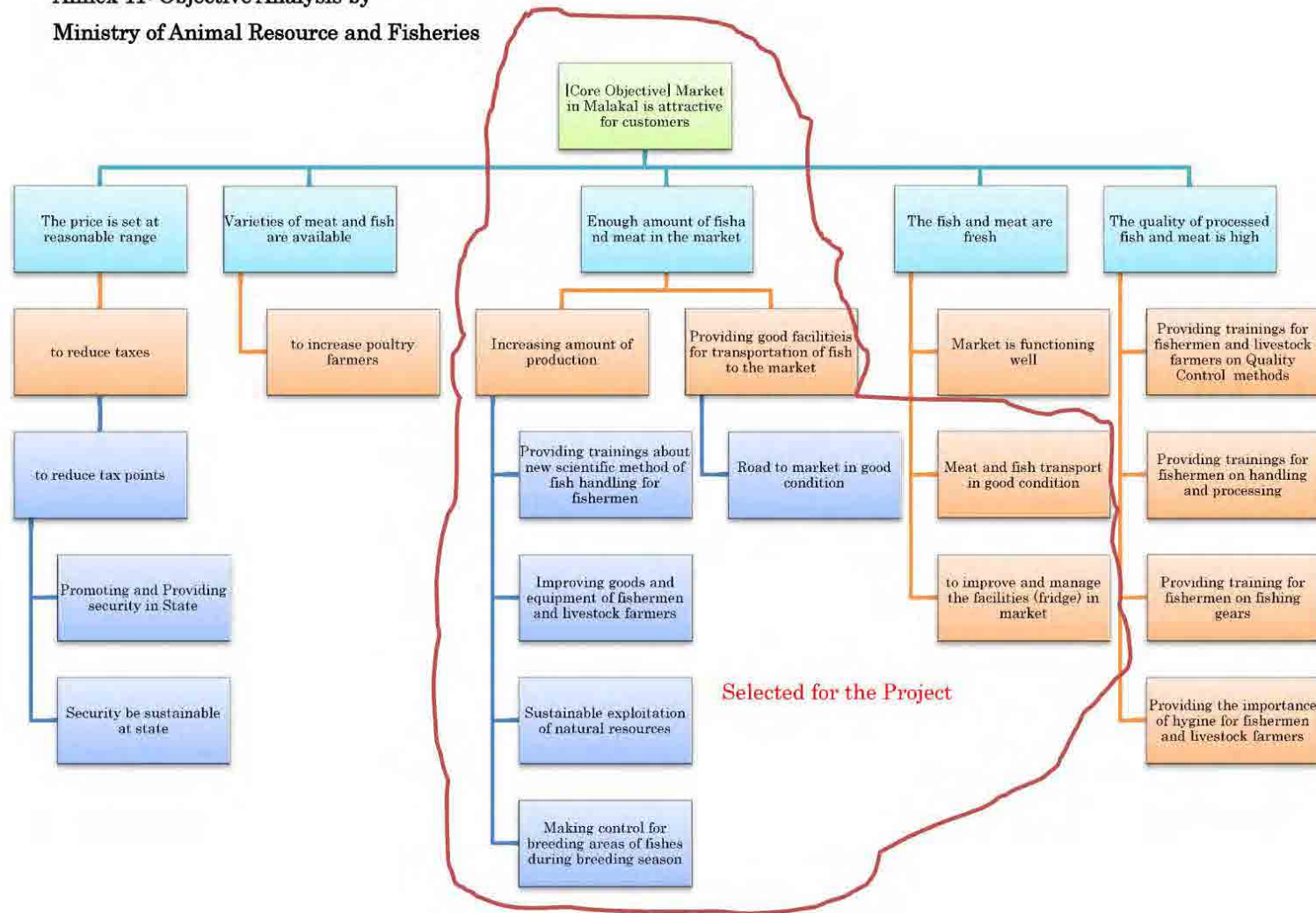
Target Group: 24 Primary School in Malakal

Date: 17 April 2013

Narrative Summary	Objective Verification Indicators	Means of Verification	Important Assumption
Overall Goal Primary Education in Malakal is functioning well.			
Project Purpose Attendance rate of students has been increased.	By the end of the project period, attendance rate will increase 25% from the baseline rate (25%).	Report from supervisors	- Quality of Education (school) is improved enough.
Outputs 1. The health status of students is improved. 2. Schools provide students with good environment,	1-1 By the end of the project period, the rate of students in healthy range (height and weight) will increase 5% from baseline rate. 2-1 Annually (once a year), school provide health and sanitation education for students and the parents. 2-2 By the end of the project period, 48 classrooms are newly built. 2-3 By the end of the project period, latrine toilets for boys and girls separately are built in 24 primarily schools	1-1 reports by MoH 2-1 report by school inspectors 2-2 observation and report by supervisors 2-3 observation and report by supervisors	- Children are stayed away from danger. - Education comes before let children bringing money
Activities 1-1 Providing lunch service 1-2 raising the awareness of elder people how to feed their children 1-3 educating people how to give balance/nutritious food to children and people 2-1 providing classrooms 2-2 providing enough clean water 2-3 providing latrine toilets for girls and boys separately with the schools 2-4 providing health education in the school.	Inputs Cost Estimation: Human resource, physical resource		Pre-condition

**Annex 11: Objective Analysis by
Ministry of Animal Resource and Fisheries**

18 April 2013



Selected for the Project

Annex 12: Project Design Matrix (PDM)

Ministry of Animal Resource and Fisheries

Project Name: Malakal Modern Market for fish and meat Project Duration: 1 May 2013 – 30 April 2016
(3years)

Target Area: Malakal market for fish and meat Target Group: Fishermen, livestock farmers, butcher, trader

Consumers, communities

Ver. No. 1

Date: 17 April 2013

Narrative Summary	Objective Verification Indicators	Means of Vification	Important Assumption
Overall Goal Market in Malakal is attractive for customers			
Project Purpose Enough amount of fish and meat are always in the market	Number of buyers will increase 65% from the baseline in May 2013.	Report by MARF officer in market	<ul style="list-style-type: none"> - The price is set at reasonable range - varieties of meat and fish are available - The fish and meat are fresh - The quality of processed fish and meat is high
Outputs 1. Increasing amount of production 2. Providing good facilities for transportation of fish to the market	<p>1. The total amount of products will increase 70% from the baseline in May 2013</p> <p>2. Lost of products will be reduced from the baseline (40%) to 15%.</p>	<p>Report by MARF officer in market</p> <p>Report by MARF officer in market</p>	
Activities 1-1 Providing trainings about new scientific method of fish handling for fishermen 1-2 Improving goods and equipment of fishermen and livestock farmers 1-3 Sustainable exploitation of natural resources 1-4 Making control for breeding areas of fishes during breeding season. 2-1 Road to market in good condition 2-2 Meat and fish transport in good condition 2-3 To improve and arrange the facilities (fridge) in market.	<p>Inputs</p> <p>Cost Estimation: Human resource, physical resource</p>		<p>Pre-condition</p>

Annex 13: Stakeholders Analysis

17 April 2013

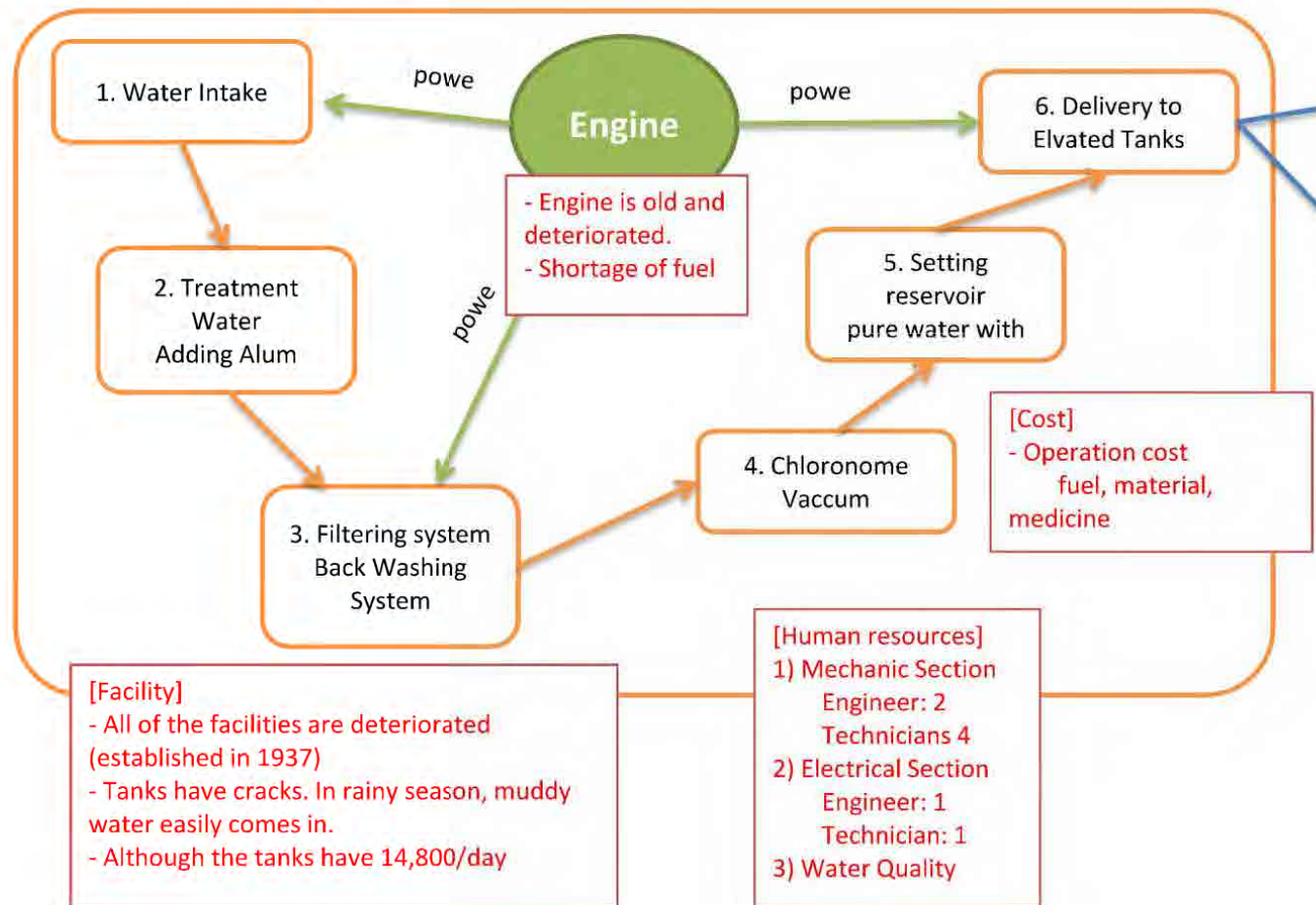
Project Theme: Improvement of management of SSUWC Malakal

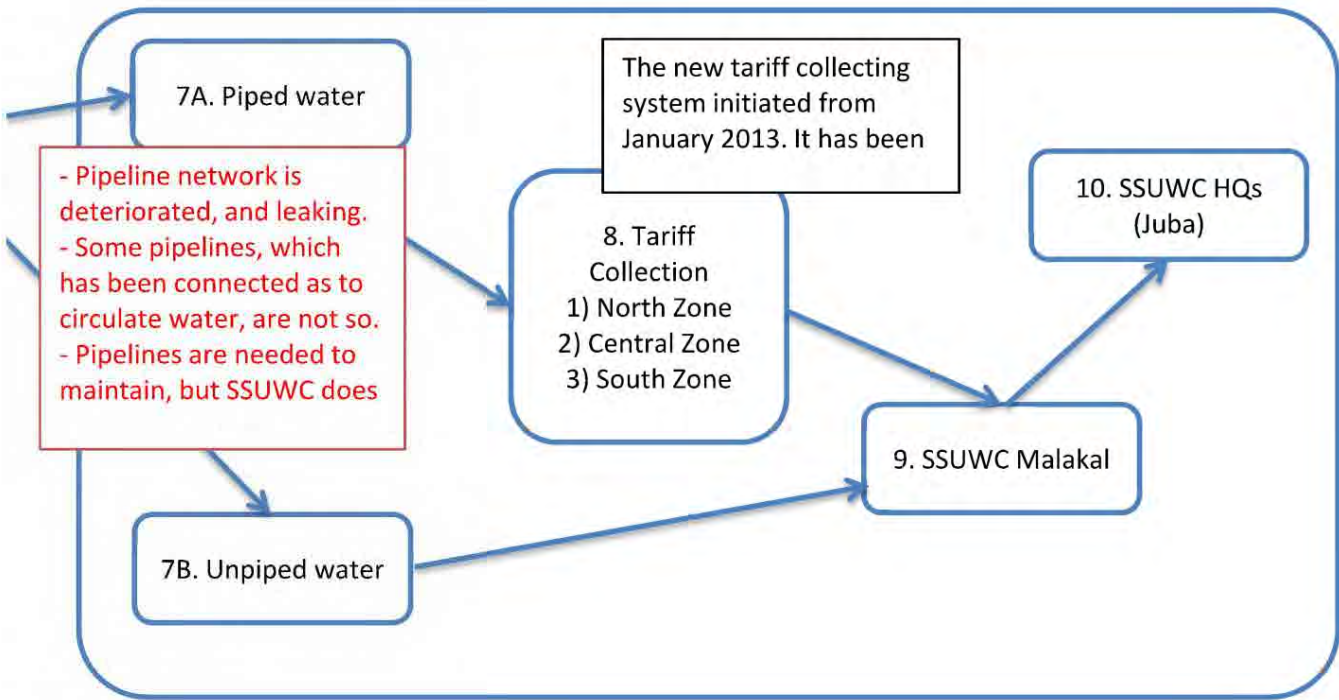
1. Categorizing stakeholders

Beneficiaries	Potential Opponents	Implementing agency	Decision Making	Supporter, funder
SSUWC-Malakal Egyptian Irrigation IOM ARC Community Customers	Bicycle buyers Donkey cart Water Trucks (Private) Water Tankers (Private)	SSUWC-Malakal MPI&RD	SSUWC-HQs in Juba	Upper Nile State Government MPI&RD USAID JICA

2. Stakeholders Analysis

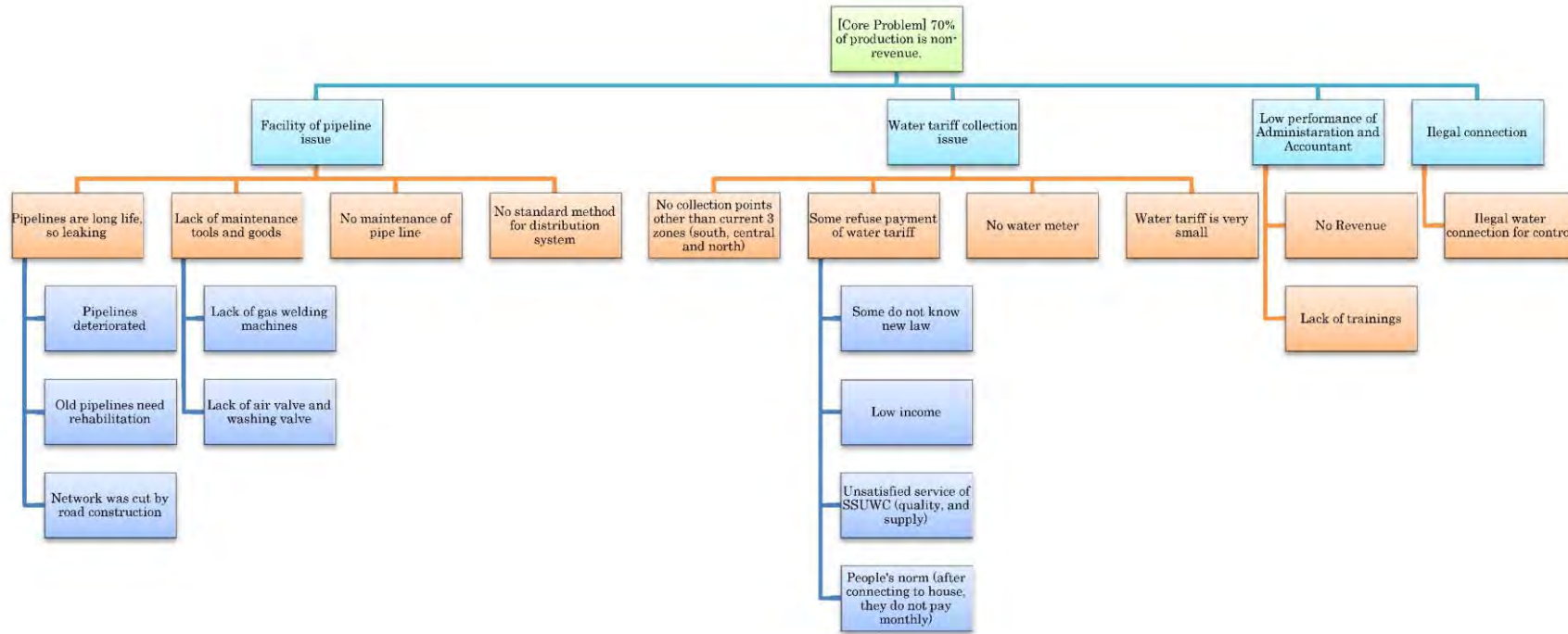
Sentences in red and in red box are problems and in black and black box are comments. Orange boxes explain flow in purification plant. Blue boxes show the flow of collected fares from pipeline.





Annex 14: Problem Analysis by SSUWC Malakal

18 April 2013



3rd Session Report:

1. Plan of Operation Preparation

(1) Department of Road and Bridges, Ministry of Physical Infrastructure and Rural Development (Workshop on 19th April 2013)

The first step was to review the PDM prepared prior to moving on to plan of operation preparation. The modifications made included the following.

- "Output 4: the design of the roads is drawn." and "Output 5: all costs are estimated." are integrated into one output as "a plan for community roads improvement is prepared".
- Activity 1.1 was defined as "a list of community roads is made."
- "Activity 1.2: Candidate community roads are selected" was added.
- "Activity 4.1: to consider the length and width", "Activity 4.2: to consider storm drainage" and "Activity 4.3: to consider bridge and other facilities" were integrated into "Activity 4.2: Design is made."
- Two activities are added, which are "Activity 4.1: construction method is determined (LBT or MBT)." and "Activity 4.4: a construction schedule is prepared."

A review on Labor-based Technology (LBT) and Machine-based Technology (MBT) was made after having modified the PDM, aiming at enhancing the understanding on both methods. The advantages and disadvantages of the both methods were clarified.

The term "Action Plan" was used instead of "Plan of Operation" because it is more commonly used. The participants worked on preparing an action plan for "2014-2015 Community Road Annual Plan Preparation Project". The action plan preparation proceeded by first aligning each of the activities defined in PDM within the designated project duration of three years. After the schedule is prepared, the participants moved on to identifying which officer, section or organization is responsible for each activity. Costs of each activity were then estimated.

Concerning the candidate community projects to be improved, it was agreed that the 14 community roads, which were originally planned to be implemented under the present JICA project, but eliminated later, were to be the candidate community roads to be improved in the 2014-2015 fiscal year.

The action plan prepared by the participants was presented to Deputy Director of the department later so that it is regarded as a part of the official work of Department of Road and Bridge and the participants are able to engage themselves in the activities according to the action plan.

(2) Department of Port UNS and Department of Port-Ministry of Transport ROSS (Workshop on 22 April 2013)

The following modifications were made to the PDM 1st version.

- "Output 4: facilities and barges (ship) are maintained well." was eliminated because the participants agreed that it should be promoted as a separate project.

- "Activity 4-1: dock for maintenance of barge/ship is established" was eliminated accordingly.

- "Activity 1-3: Port has receivers." was eliminated because it means the same as "Activity 1-1: Port has a wider jetty."

An action plan for "Malakal Port Project" was prepared in the same way as for community road. "Activity 1.1 Port has a wider jetty" corresponds to the urgent support project under preparation in the present project. "Activity 1-2: Port has big crane." proposed by the participants is also a project recommended by JICA Project Team. "Activity 1-3: Various skill trainings are provided for existing staff." proposes training for crane operation and that for port management, both for existing facilities and new facilities. Port management training could be implemented taking advantage of the ongoing JICA's technical assistance project for Juba Port. The participants stressed the importance of improving the security condition of the Malakal Port. They proposed that establishment of fence and proposer gates (Activity 4.1) and employment of guards (Activity 4.2) be undertaken prior to the initiation of the construction of a new jetty (Activity 1.1), because it will become easier to store construction materials and equipment in the port area.

The achievements of the workshops were reported to the directors of the two departments of port so that the proposed actions be given an official status and actually undertaken by them.

(3) Ministry of Gender and Social Welfares (Workshop on 23 April 2013)

The PDM for "Small Business Project" was modified in the following points.

- Examples of "objectively verifiable indicators" and "means of verification" are added.

- "Output 4: to get a person (persons) who has license to deal with the business in market." should be an activity under "Output 5: to sell their products in the market".

- "Activity 2-1: to receive seed money (loan) from MoGSW" was rephrased to "Activity 2-1: MGSW or any other organization prepares seed money."

- "Activity 3-1: to study about market mechanism", "Activity 3-2: to know about potential competitors." and "Activity 3-3: to set up their market strategies and "Activity 3-4: to take book-keeping trainings" are integrated into one activity called "Business planning and management".

An action plan for "Small Business Project" was prepared. The project assumes that the first half of the entire project period of 2 years be spent for preparation works such organization of women business groups, preparation of seed money and training on business planning and management, literacy and numeracy and technical skills. The actual sales activities is planned to start in the second half of the project period and last for about a year. Preparation of seed money (Activity 2.1) may be a challenging task. The budget of Ministry of Gender and Social Welfares is limited. Donor fund cannot be directly used as seed money in most cases.

Promotion of saving activities by women's group may be a viable option, especially in relation with community road improvement projects by LBT. Women who worked as a labor for community road improvement project could save part of the income from the work in preparation for business activity in the future. As another option, part of water fee to be collected by new water supply system could be accumulated as the base money for common fund to be used for micro-credit scheme. In either case, an appropriate guidance is required by the government and supporting international organization.

(4) Ministry of Education (Workshop on 24th April 2013)

The PDM for "Improvement of School Environment Project" was modified on one issue. "Activity 1-2: raising the awareness of elder people how to feed their children" and "Activity 1-3: educating people how to give balance/nutritious food to children and people" were combined because they looked alike and rephrased as "Trainings are provided to parents on nutritiously balanced food.

"Activity 1: Providing lunch service" is an activity to continue from the beginning to the end of the project. The expansion of WFP program is assumed. "Activity 2: trainings are provided to parents on nutritiously balanced food." is to be undertaken at the beginning of every school year in April. It is assumed that construction of class rooms, water facilities and toilets are to be undertaken by the same contractors. A period of 7 months is assumed for preparatory works such as administrative procedure, assessment, design, cost estimate and so on. Construction periods stretch over 1 year for classrooms and 6 months each for water facilities and toilets. Health education is to be provided as part of the curriculum at the beginning of each term.

(5) Ministry of Animal Resources and Fisheries (25th April 2013)

The following modifications were made to the original PDM. The modified PDM is shown in Attachment-10.

- "Activity 1-4 Making control for breeding areas of fishes" is a specific means to achieve "Activity 1-3 Sustainable exploitation of natural resources". The expression of Activity 1.4 is specific and more suitable as an activity.

- The expressions could be improved for "Activity 2-1: Road to market in good condition" and "Activity 2-2: Meat and fish transport in good condition" to make them more suitable as activities. They were rephrased as "Activity 2-1: to improve roads to market" and "Activity 2-2: to improve the method of transporting fish and meat.

- The participants recognized the need to add a new activity in the process of action plan preparation. "Activity 2-3: construction of market" was added.

An action plan for "Malakal Modern Market for Fish and Meat" was prepared as shown in Attachment-11. Trainings on new technology (Activity 1.1) will be provided for a period of two months every year. Provision of various tools and equipment such as fishing gear, boat,

fish container, milking equipment and animal shelter (Activity 1.2) will take place at an early stage. Fish resources should be protected by strengthening control on fishing during the breeding season which is May to August (Activity 1.3). The improvement of road is not the work to be undertaken by MARF directly, but by Ministry of Physical Infrastructure and Rural Development (MPIRD). So MARF will negotiate the road improvement with MPIRD (Activity 2.1). The method of transporting fish and meat could be improved by introducing vehicles and boats with refrigerators and increased use of ice (Activity 2.2). MARF could initiate an ice producing project as an option in consideration of high price of ice supplied by one shop in Malakal. Activity 2.2 should start after the completion of the new market and introduction of modern facilities at markets. A period of one year is assumed for market construction (Activity 2.3). Activity 2.3 will be a collaborative work of MARF, Ministry of Local Government and Law Enforcement (MLGLE) and MPIRD. Installation of new facilities such as refrigerators at markets (Activity 2.4) could take place following the completion of the market building.

(6) South Sudan Urban Water Corporation, SSUWC (25th April 2013)

The workshop held for SSUWC was conducted in a different way from other workshops. The main subject of the workshop was an objective analysis based on the problem analysis conducted in the previous week. The workshops for SSUWC has been proceeding behind other organizations, because it was only in March 2013 that SSUWC was ready for PCM workshops.

Firstly, the problem tree worked out in the previous week was reviewed. The participants agreed to pay attention to the issue of low water tariff collection at the objective analysis, following the explanation by the JICA Project Team facilitator on the coming technical and financial assistance project by JICA to rehabilitate the existing water supply system. The efficiency of the water supply system could be improved by upgrading the facilities and this is the area where foreign assistance like JICA's could contribute to. The other factor causing a high proportion of non-revenue water production, which is the low level of water tariff collection, should be tackled mainly by SSUWC. The room for international organization to support is limited in this area.

The right half of the problem tree was reviewed and improved. The two factors placed directly under the core problem "70% of production is non-revenue.", which are "low performance of administration and accountant" and "illegal connection", are downgraded regarding them as the factors causing the low level of water fee collection. The problem tree thus reconstructed was prepared. The factors on the SSUWC side are gathered on the left half, while those on the people's side are placed on the right half. It also indicates a vicious circle of "low-revenue -> low service -> low revenue...".

The next step was to construct an objective tree by changing the negative expressions in the problem analysis to positive expressions. An objective tree was thus worked out.

The preparation of a PDM and PO will be the forthcoming task in the next stage.

2. Overall Achievements

The participants were able to learn the logical project planning process through participating in 5 workshop sessions including “stakeholder analysis”, “problem analysis”, “objective analysis”, “PDM preparation” and “Plan of Operation preparation”. They were exposed to a process of identifying various factors, clarifying the relations among different factors, aligning them in a logical structure and find out measures to bring about solution. The participants were fairly good at listing problems they face, but not so at logically aligning them, which requires a high level of abstract conceptualization. Repetition of this kind of exercises would be needed for the participants before they become competent in project planning.

The subjects of analysis were more practical for those sectors in which the present JICA project is preparing or undertaking the urgent support projects (river port improvement, community road improvement and water supply). In the case of river port, the PCM workshops helped the participants to place the present JICA project for jetty construction in a broader picture as well as identifying some measures which could be implemented by them and support the implementation of the urgent support project such as strengthening of the security environment through establishing security fence and gates and employing security guards. In case of community road project, the preparation of 2014-2015 community roads improvement plan could contribute to the improvement of the performance of Department of Road and Bridges in the expected event that the participants actually take actions according to the action plan instead of just leaving the workshop outputs on the desk. For the water sector, the issue of water fee collection is an important issue that should be tackled by SSUWC. An effort in that direction should be promoted in conjunction with the coming JICA project for water supply system rehabilitation.

In other sectors, the subjects tended to be more imaginary. This was inevitable due to the nature of the sectors and combination of the participants. For the sectors of education, social welfare and animal resources and fisheries, a second round training could be planned at a later stage for a more focused subject. Subjects could be selected based on the priorities of each organization and a series of PCM workshops could be conducted aiming at proposing the prepared project plan to minister, ROSS government or international organization.

The participants often commented that some activities are not possible because no budget is allocated. The approach taken in the workshops was such a one as to prepare a plan to acquire budget. So all the analysis were made assuming the budget is available. In other words, the plans formulated in the workshop were purely technical. Where there is a good plan, budget will come more easily. It is expected that this way of thinking is more deeply and widely takes root in the Upper Nile State government.

