

**Republic of Sudan
State Government of Kassala**

**Capacity Development Project
for the Provision of Services
for Basic Human Needs in Kassala,
the Republic of Sudan**

**Final Report
Volume 1: Synthesis Report and
Planning Cluster**

April 2015

Japan International Cooperation Agency (JICA)

**International Development Center of Japan Inc.
Earth System Science Co., Ltd.
System Science Consultants Inc.**

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**Capacity Development Project for the Provision of Services for Basic Human Needs
in Kassala, the Republic of Sudan (K-TOP)**

Final Report
Synthesis Report and Planning Cluster

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Appendix 1. Project Design Matrix ver. 4.0

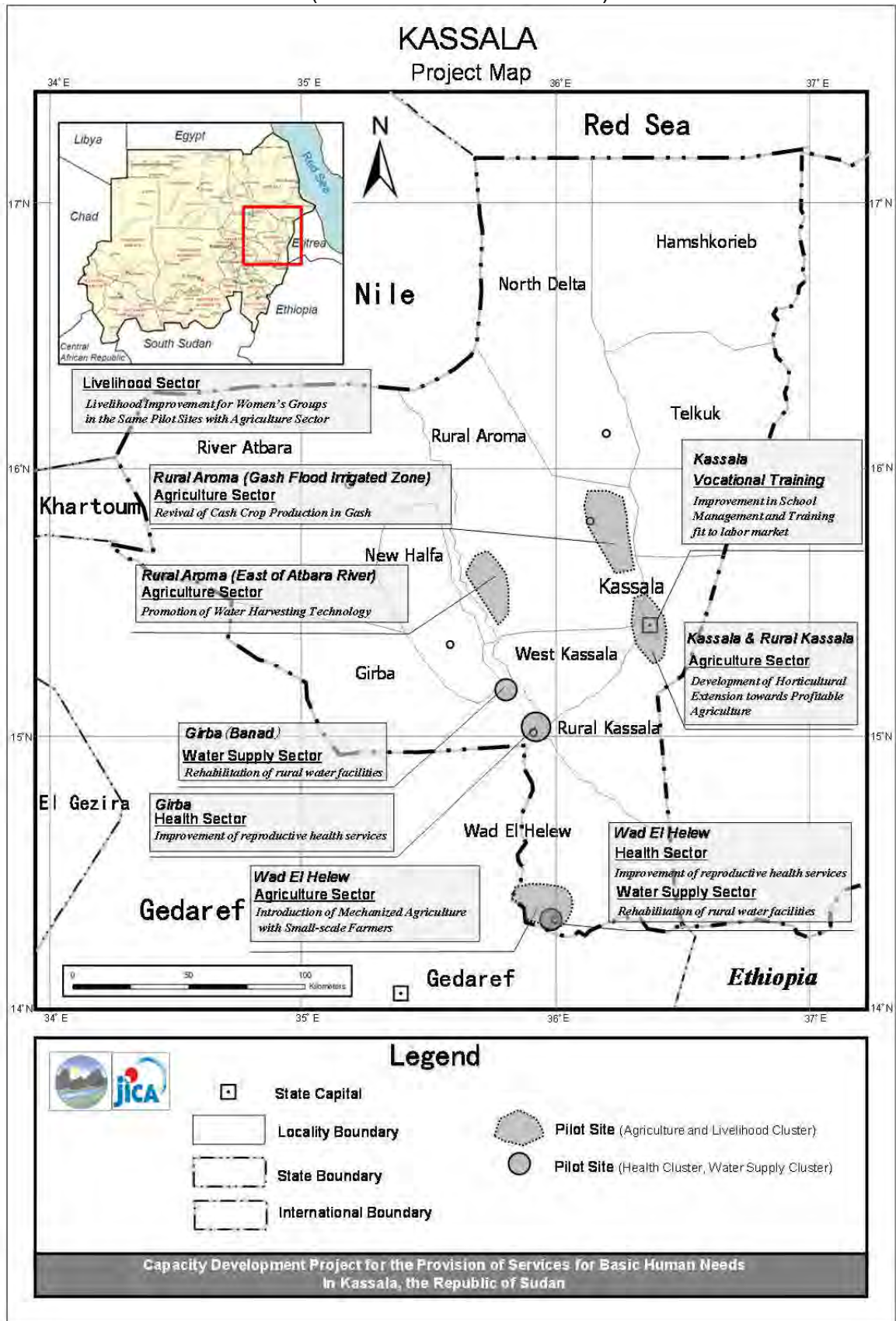
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Map of the Project Pilot Areas
(Location of State of Kassala)



List of Abbreviations

| | |
|----------|---|
| 4P | Physical Workplace Improvement, Process Improvement, People Involvement, Policy Review |
| 5S | Seiri, Seiton, Seisou, Seiketsu, Shitsuke (Sort, Set in Order, Shine, Standardize, Sustain) |
| BARD | Bangladesh Academy for Rural Development |
| BPATC | Bangladesh Public Administration Training Center |
| BPM | Business Process Mapping |
| C/P | Counterparts |
| CUDBAS | Curriculum Development Based on Vocational Ability Structure |
| DPD | General Directorate of Economic Planning and Development |
| ERDP | Eastern Recovery and Development Program |
| EU | European Union |
| HCDG | Higher Council for Decentralized Government |
| HIV/AIDS | Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome |
| HV | Health Visitor |
| IPS-TQM | Improving Public Service through Total Quality Management Project in Bangladesh |
| JCC | Joint Coordination Committee |
| JICA | Japan International Cooperation Agency |
| K-TOP | Kassala Take Off Project (the nickname for Capacity Development Project for Provision of the Services for Basic Human Needs in Kassala) |
| KVTC | Kassala Vocational Training Center |
| MIC | Ministry of International Cooperation (now International Cooperation Directorate, Federal Ministry of Finance and National Economy) |
| M/M | Minutes of Meeting |
| MoFNE | (Federal) Ministry of Finance and National Economy |
| ODA | Official Development Assistance |
| OJT | On-the-Job Training |
| PDCA | Plan→Do→Check→Act |
| PDM | Project Design Matrix |
| PME | Planning, Monitoring and Evaluation Administration (in State Ministry of Agriculture, Forestry, Irrigation, Animal Resources and Fisheries) |
| PO | Plan of Operation |
| PWC | Public Water Corporation (This name was changed to Drinking Water and Sanitation Unit (DWS) in August 2012.) |
| PWTC | Public Water Corporation Training Center (This name was changed to Drinking Water and Sanitation Training Center (DWST) in January 2013.) |
| R/D | Record of Discussion |
| QC | Quality Control |
| RH | Reproductive Health |
| SCVTA | Supreme Council for Vocational Training and Apprenticeship |
| SDCA | Standardize→Do→Check→Act |
| SMoA | State Ministry of Agriculture, Forestry, Irrigation, Animal Resources and Fisheries |
| SMoE | State Ministry of Education |
| SMoF | State Ministry of Finance, Economy and Manpower |
| SMoH | State Ministry of Health |
| SPC | Strategic Planning Council |
| SWC | State Water Corporation (Kassala) |
| TOKTEN | Transfer of Knowledge through Expatriate Nationals |

| | |
|-------|--|
| TOT | Trainings of Trainers |
| TSI | Transitional Solutions Initiative |
| TSM | Total Service Management |
| TTEA | Technology Transfer and Extension Administration |
| TQM | Total Quality Management |
| UNDP | United Nations Development Programme |
| UNHCR | United Nations High Commissioner for Refugees |
| VMW | Village Midwife |
| WIT | Work Improvement Team |

Planning Cluster Highlights

Cluster Purpose

DPD's capacity of managing development project is enhanced enough to provide visible impacts to local residents.

The main objective of K-TOP is to strengthen the capacity of public service providers in the state's priority sectors, i.e. water, agriculture and livelihood improvement, maternal health and vocational training. In order to achieve the objective, capacity development of the General Directorate of Economic Planning and Development in State Ministry of Finance, Economy and Manpower, Kassala (DPD), which manages development fund, is required to enhance the whole state's capacity of policy coordination, financial management and policy execution management.

DPD is responsible for the formulation of a strategy, an annual plan and budget, financial management (including formulation and execution), implementation and monitoring and evaluation (M&E). Amongst all, following two issues are highlighted; 1) Insufficient capacity of implementation including financial management, planning and M&E and 2) Learnings from trainings provided by development partners are not effectively utilized for work improvement. The planning cluster focuses on these two issues to improve DPD's operational capacity to contribute to the state's reconstruction and development.



| Issues | Major activities and outputs |
|--|---|
| <ul style="list-style-type: none"> ● Insufficient capacity on financial management, planning and M&E. | <ul style="list-style-type: none"> ● Held trainings for DPD officers on planning, monitoring and evaluation of development projects. ● Accumulated project promotion, coordination and monitoring / evaluation through K-TOP activities such as coordination meetings and pilot evaluations. ● Developed an M&E format and M&E Guidance and evaluated with reporting of four pilot activities ● Deepened understanding of M&E among staff of M&E Unit with accumulation of actual practice of evaluation; this paved the way for the government to evaluate their own project as their initiative. |
| <ul style="list-style-type: none"> ● Learnings from trainings provided by development partners are not effectively utilized for work improvement. | <ul style="list-style-type: none"> ● Visited Japan and studied how Kaizen methodology was utilized at local governments for improving public services. ● Received an introductory Kaizen training from Egyptian lecturer and an intermediate Kaizen training focusing on process mapping from the Kaizen Institute in India. ● Learnt at Bangladesh Public Administration Training Center (BPATC) a methodology of Kaizen dissemination to local government officers. Developed a Kaizen Manual of Kassala version in reference to the Bangladesh manual, and conducted Kaizen trainings to all the K-TOP clusters. ● Promoted Kaizen activities implemented by all the K-TOP clusters. Participatory reforms of workplace and elimination of <i>Muda</i> (wasted work) improved customer satisfaction brought by motivated officers on continuous operational improvement and less time-consuming public services. ● Kaizen activities and its effectiveness became well-known in all over Kassala through radio. It also attracted attention from the federal government and other states. Kassala counterparts were invited by the federal ministry of health as Kaizen lecturers at their Kaizen training. |

**Planning Cluster Highlight 1:
M&E framework was established by DPD at State Ministry of Finance in Kassala**

(1) Background

DPD is responsible for the formulation, allocation and execution of development budget. A series of M&E trainings had been conducted, and an M&E system was introduced. Their routine work, however, remained at a simple monitoring work on budget execution and regular evaluation had not been conducted. Consequently, the effectiveness of development budget had not been systematically examined.



(2) Activities

Year 1: Held workshops on M&E SWOT and CUDBAS, whose result was utilized in a training of M&E indicators and data analysis.

Year 2: Evaluated pilot activities of Water cluster and Agriculture and livelihood improvement cluster to make self-evaluations prior to the JICA midterm review.

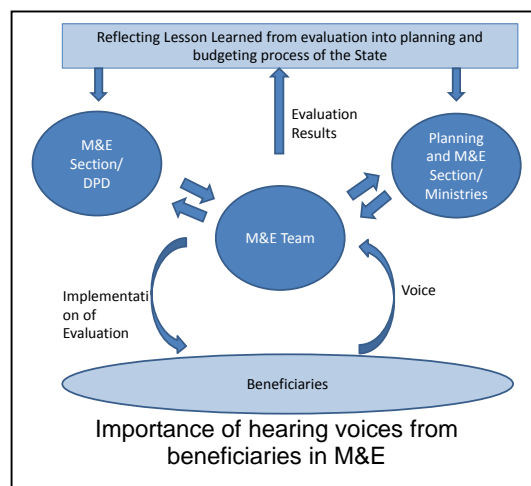
Year 3: Evaluated pilot activities of Health cluster and Vocational training cluster with an M&E report format and guidance on field survey. Held a workshop to discuss issues and recommendations on future institutionalization of the M&E system.

(3) Outputs

- The counterparts evaluated project activities for the first time based on sample surveys.
- The counterparts developed an M&E Guidance including materials and reporting formats based on the experience of pilot evaluations.
- The project discussed and agreed on short/ medium/ and long-term agenda on M&E capacity development at DPD with the top management of DPD.

(4) Approaches or models adopted

- Simple social survey was utilized in the M&E activities. The DPD officers were motivated, and deepened their interests in M&E through hearing voices directly from beneficiaries (see the figure to the right).
- The project promoted consensus building in DPD through M&E workshops, in which participants deepened common understanding of benefit of M&E, and facilitated institutionalization of M&E.



(5) Way forwards and recommendations to the counterparts

- The M&E Guidance needs to be updated continuously in harmonization with the M&E on the government's development activities.
- Institutional M&E function is necessary to be clarified in order to reflect the result to budgeting process.
- Demarcation between the M&E Unit at DPD and Financial Units at line ministries/localities needs to be clarified in order for the M&E Unit at DPD could be enhanced as a technical center.
- Establishment of supporting systems (e.g. legal basis) to M&E implementation needs to be prepared in long terms.

Planning Cluster Highlight 2
*DPD at State Ministry of Finance in Kassala as well as line ministries
 started introducing Kaizen activities*

(1) Background

DPD has been receiving a series of trainings and equipment by development partners, however, they have not contributed to actual improvement of their routine work.



DPD introduced a suggestion box to collect Kaizen ideas

(2) Activities

Year 1: Dispatched DPD counterparts to Japan to visit Kaizen sites (TOYOTA and local governments including Mie, Tottori, Nagoya and Amagasaki) to learn foundation and examples of Kaizen. The officials started Kaizen activities with introducing a suggestion box at DPD.

Year 2: Implemented Kaizen Trainings for the K-TOP 5 clusters with lecturers invited from Egypt and India. Each cluster addressed eliminating *Muda* (wasted work) based on 5S and process mapping.

Year 3: Dispatched counterparts to Bangladesh to learn the methodology to disseminate Kaizen to local government officers. The counterparts started to provide a series of the Kaizen trainings and dissemination in Kassala, as well as in the federal government.

(3) Outputs

- The officers who had participated Kaizen trainings were motivated to address problem solving by building teams at workplace. They implemented several Kaizen activities by themselves at their initiatives.
- Their Kaizen activities brought improvement at workplace and teamwork. It eliminated much *Muda* (wasted work) at work and the public services were streamlined.

(4) Models or Approaches adopted

- The project translated the Kaizen comic produced by Tottori prefecture which explained a method to introduce Kaizen activities to governmental organizations into Arabic for broad distribution.
- The project developed a Kaizen Training Manual (Arabic and English) based on a Kaizen training manual for local government officers originally produced by Bangladesh Public Administration Training Center (BPATC). With the Manual, 24 Kaizen mentors were developed, who could be lecturers of Kaizen trainings.

(5) Way forwards and recommendation to the counterparts

- Cooperation between the SMOF training department in charge of training for public servants and DPD to implement monitoring on Kaizen trainings and Kaizen activities is essential to disseminate Kaizen activities to all the governmental officials in Kassala state.
- Quantification of effectiveness of Kaizen (i.e. calculate saved cost through Kaizen) could prove that Kaizen activities generate significant economic effects with less budget, as well as boost Kaizen dissemination.
- More federal officers are getting interested in Kaizen. It is advisable to establish a Kaizen dissemination system at the federal level in cooperation with the Management Development Center at the federal ministry of human resource development and labor.



Officers improved operational efficiency by Kaizen activities of document organization

1. Outline of the Project

1.1 Background

Since its independence, the Republic of Sudan has faced internal conflicts including a war between the north-based Government of Sudan and the south-based Sudan People's Liberation Movement (SPLM), and Darfur conflict started in 2003. Also in Eastern States of Kassala, Gedaref and Red Sea, tribal-based local groups, frustrated by developmental marginalization, drought, famine and poverty, formed the Eastern Front and opened conflicts with Federal Government, which had intensified from 2005. The conflict in East Sudan ended after the signing of the Eastern Sudan Peace Agreement between the Government of Sudan and the Eastern Front in 2006, and the situation has been gradually improving towards reconstruction and development.

Kassala is a state of the Republic of Sudan located in the border to Ethiopia and Eritrea. It has a population of 1.8 million. The state is characterized by the significant presence of internally displaced people due to economic hardships, droughts and conflicts in the region and refugee from Eritrea. The state economy largely depends on agriculture and livestock, but frequent drought and conflict have weakened production base significantly. Socio-economic indicators of Kassala show the underdeveloped situation. Access to safe drinking water is limited to 38.7% (cf. 56.1% in Sudan) and Maternal Mortality Ratio is high at 1,414/100,000 (450/100,000 in Sudan), and in addition, Net Primary Enrollment Rate shows 34.4% (43% in Sudan); these present alarmingly poor living condition compared with average Sudanese situation. To prevent this marginalized situation from reopening conflicts, the measures to improve Kassala's chronic poverty through economic (agriculture) and social (water, health and education) development is urgently necessary.

In this context, in January 2010, Kassala State Government requested, through the Higher Council for Decentralized Governance, the Government of the Republic of Sudan, assistance from the Government of Japan to the Capacity Development Project for the Provision of Services for Basic Human Needs in Kassala (nicknamed as "K-TOP (Kassala Take Off Project)"). The main objective of K-TOP is to strengthen the capacity of public service providers in the state's priority sectors, i.e. water, agriculture, health and vocational training. In May 2010, the Government of Japan has approved the request as a technical cooperation project. From October 2010 to March 2011, JICA conducted the Preparation Phase to formulate the detailed plan of K-TOP. JICA and Kassala State Government discussed this detailed plan, agreed on the implementation plan, and signed the Record of Discussion (R/D). While the R/D includes Project Design Matrix (PDM) and Plan of Operation (PO), both parties agreed to revise them slightly and approved the revised PDM and PO for the implementation phase of the Project on 13th March 2011. The project has started from May 2011, and been currently operated under PDM ver. 4 which was formulated after Mid-Term Review in December 2012 by revising previous PDMs.

1.2 The Objectives of the Project

Figure 1.1 shows overall goals, project goals, outcomes and activities of K-TOP. K-TOP aims to develop capacity of Kassala State Government to provide public services of management / planning, water, agriculture and livelihood, health and vocational training. However, the provision of training is not the only measure for capacity development; K-TOP includes the 'pilot activities' that will present the tangible benefit of the peace to the local communities where they can enjoy dividends from these activities. In addition, the pilot activities will strengthen practical applications of the result of the training program that the government staffs have learned.

K-TOP aims to contribute to the capacity development of the weakened state government after the conflict, as well as to respond to the urgent needs of the residents and the communities through improvement of the local economy and social condition. K-TOP ultimately aims to contribute to both 'human security' and 'peace building' at the same time.

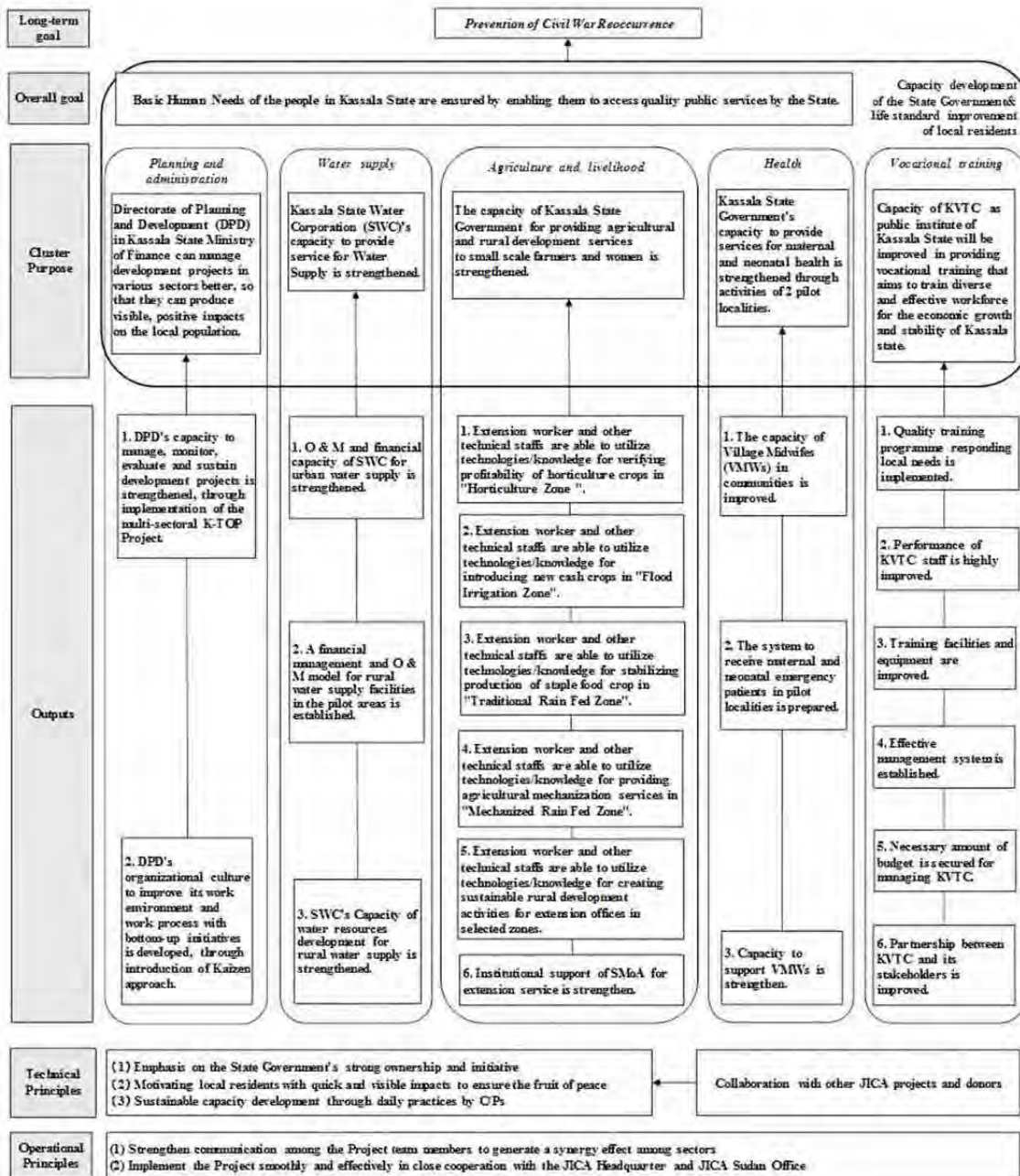


Figure 1.1: Overall Goal, Cluster Purposes and Outputs of K-TOP

2. Outlines of the Planning Cluster

2.1 Background of the Planning Cluster

The Kassala State Government brings up ‘water supply’, ‘agriculture and livelihood’, ‘maternal health’ and ‘vocational training’ as most important issues for reconstruction and development, and thus the Project has been designed to develop capacity for the States to provide above essential public services. However, in order to develop capacity of important public services of the State Government, supporting direct provider of services, namely SWC, MOA, MOH and KVTC is not sufficient; developing up-stream capacities to manage and coordinate resources and policies of the State government are necessary. In Kassala, it is important to develop capacity of General Directorate of Economic Planning and Development (DPD) of Ministry of Finance, Economy and Manpower (SMoF).

DPD is one of the General Directorates in SMoF, and their main functions are to implement and monitor development budget and projects supported by donors, and it manages development / investment budget of the state called Chapter 3 Budget. DPD has been managing many projects and programs supported by donors and likewise, in this project the DPD works as project headquarter of five Project clusters to plan, manage and execute counterpart fund, to monitor project activities, coordinate various meetings as secretariat. The DPD is the main project counterpart, and its Director General is a chief counterpart to coordinate in the State Government for the Project.

According to the detailed study prepared in the preparation phase of the Project DPD has a broad range of capacity issues in planning of strategies, preparation of an annual plan and budget, implementation of their plans, and monitoring and evaluation. Among these, lack of capacity in monitoring and evaluation, and lack of ability to utilize what they have learned in the training programs are highlighted. The issues pointed out in the Preparation Phase are summarized in Table 2.1. In this Implementation Phase, the Planning cluster has objectives of developing capacity for monitoring and evaluation through actual practice through which do and apply what they have learned in training as theory, and introduce Kaizen that brings bottom-up approach of using staff’s practical proposal to adopt what they have learned to actual improvement of their working process and working environment.

Table 2.1: Current Problems in the Planning Cluster

| Current problems in the counterparts’ primary works | Countermeasures to solve problems |
|--|--|
| Insufficient capacity in financial management, project planning, monitoring and evaluation | <ul style="list-style-type: none"> ● Strengthen supportive monitoring and feedback functions of projects for DPD officers through training ● Formulate and support a system of DPD planning, monitoring and evaluation |
| Many of training supported by donors not being applied in C/Ps’ daily works | <ul style="list-style-type: none"> ● Strengthen capacity of DPD through participatory bottom-up Kaizen approach |
| Weak linkage between the annual plan and “Five year strategic plan of Kassala State 2007-2011”, nor monitoring, thereby, being low rate of the plan implementation | <ul style="list-style-type: none"> ● Review the “Five year strategic plan of Kassala State 2007-2011”, and improve the next strategic plan by incorporating lessons learned ● Strengthen the capacity of the State Government to plan, monitor and evaluate the Kassala State Strategic Plan |

Source: Inception Report

In the Preparation Phase (October 2011 to March 2011), the Strategic Plan, the medium term development plan of Kassala was under preparation, and both Strategic Planning Council (SPC)¹ and

¹ Strategic Planning Council (SPC) is a council to formulate State’s 5-year Strategic Plan, created in September 2007. SPC

DPD have the function of preparation and implementation of the Strategic Plan. As for development partners, both UNDP and JICA were expected to support the Strategic Plan (preparation, implementation, promotion, monitoring and evaluation), and thus the original Project Design Matrix (PDM ver. 1) of the Project included activities of supporting the Strategic Plan such as an establishment of the civil service database for the Directorate of Civil Service of SMoF and evaluation of Strategic Plan. However, before the Project starts, Kassala State Government has decided that SPC supported by UNDP have the function of preparing Strategic Plan. The Project decides to support establishment of Civil Service Database only which UNDP does not support, with regard to the activities related to the Strategic Plan, and focuses more on capacity development of DPD.

2.2 Objectives of the Planning Cluster (Cluster Purpose and Outputs)

Responding to a proposal from the JICA Advisory Mission in July 2012, K-TOP decided to change Project Design Matrix (PDM) through the process of self-evaluation and mid-term review. The Advisory Mission proposed to divide consolidated PDM into five cluster-wise PDMs in order to set cluster objectives and cluster outcomes that clearly specify what each cluster achieves. Finally, in PDM ver. 4, which is discussed and agreed in the Joint Mid-term Review, the Cluster Objective of the Planning Cluster is set as ‘Directorate of Planning and Development (DPD) in Kassala State Ministry of Finance can manage development projects in various sectors better, so that they can produce visible, positive impacts on the local population’, and the cluster outputs are set to as ‘strengthening State Government’s capacities to manage, monitor and evaluate development projects’ and ‘developing State Government’s organizational capacity to improve work based on the ideas from the workers’.

By strengthening DPD, K-TOP aims at establishing system that DPD and the Kassala Government can implement development activities with which have strong needs better and more rapidly. It is expected that the residents in Kassala state, the beneficiary of K-TOP, can enjoy visible, positive impacts of the improved public service, which is a fruit of the peace.

2.3 Target People and Target Areas in the Planning Cluster

The target people for the whole Project are all residents in Kassala State (Population: around 1.8 million). The direct beneficiary of Planning Cluster is the staff of DPD. Since the activity is to strengthen public service sector of the State, the target area will be the whole Kassala State.

2.4 Sudanese Counterparts for the Planning Cluster

The counterpart for the Planning Cluster is the staff of DPD in State Ministry of Finance, Economic and Manpower, Kassala State.

2.5 Organization for Implementation of the Planning Cluster

(1) Joint Implementation Team

The counterparts for K-TOP are State Ministry of Finance, Economic and Manpower (SMoF), State Water Corporation (SWC), State Ministry of Agriculture, Forestry, Irrigation, Animal Resources and Fisheries (SMoA), State Ministry of Health (SMOH) and Kassala Vocational Training Center (KVTC) in Kassala State Government. In the Federal level, Higher Council for Decentralized Governance (HCDG) is the coordinator for the Project, and other relevant Federal Ministries/organizations such as Ministry of Finance (MoF), Ministry of Agriculture (MoA), Ministry of Health (MoH), Public Water Corporation (PWC), and Supreme Council for Vocational Training and Apprenticeship (SCVTA))

has co-chairpersons of Secretary General of the Secretariat and Director General of DPD, and its members consist of Director for Planning from nine ministries, Executive Officers of Locality Offices, Director for Local Administration of Governor’s Office, representatives from farmers and herders. At the end of the Preparation Phase in March 2011, SPC Secretariat had 7 officers out of 19 available staffing quota, which limited leadership of SPC in coordinating ministries for long/medium term development planning.

provide necessary technical support to the Kassala State Government counterparts.

In order to facilitate the capacity development of the Sudanese counterparts, K-TOP needs to be implemented jointly by the counterparts and JICA experts. Figure 2.1 shows the Joint Implementation Team between the Sudanese counterparts and JICA experts in five clusters, who plans, implements, monitors and evaluates K-TOP, based on the Sudanese counterparts' initiative and ownership.

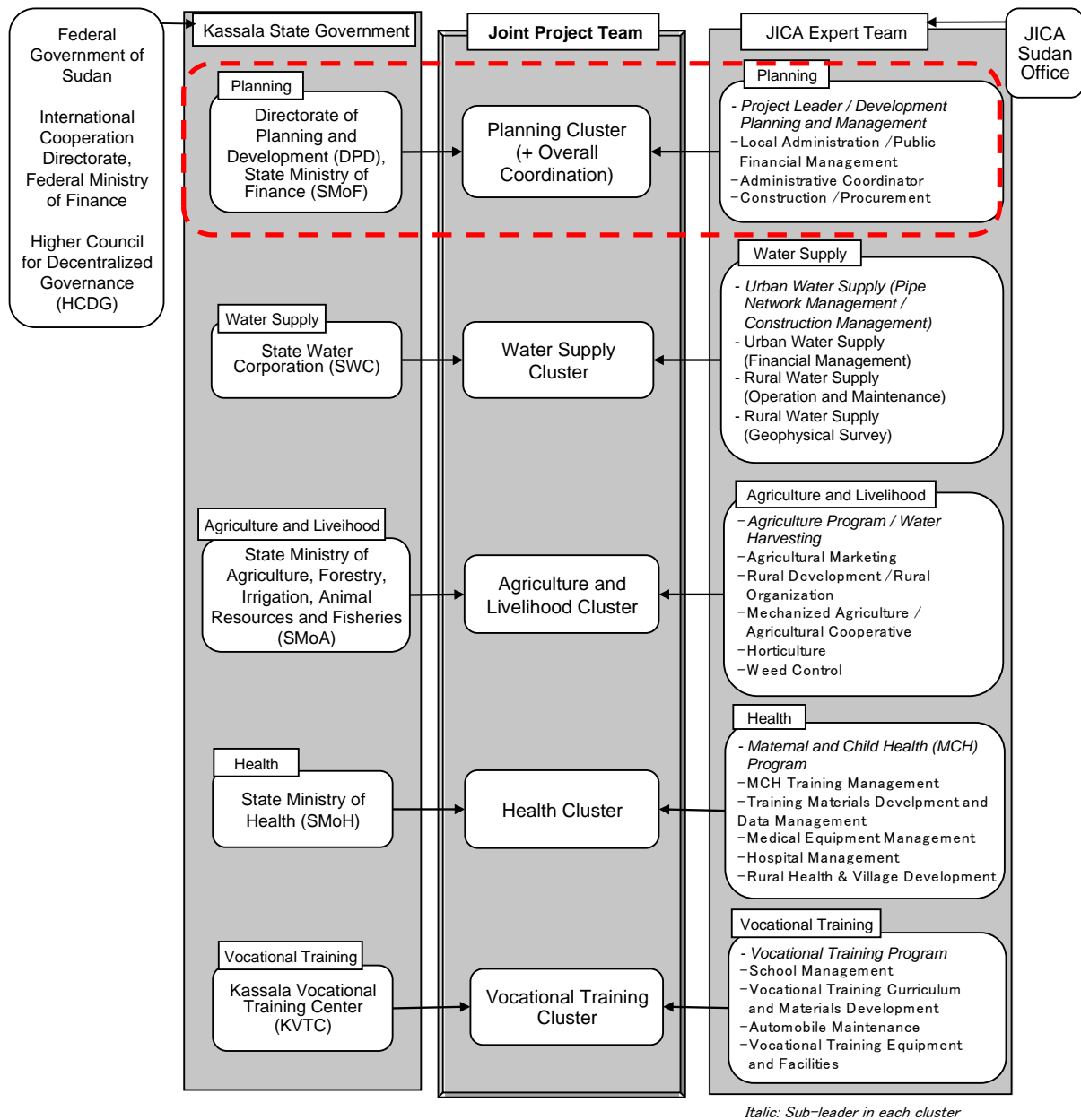


Figure 2.1 : Joint Implementation Team for K-TOP

*Planning Cluster is highlighted by a dotted line

(2) Regular Meetings to strengthen coordination among clusters

Since K-TOP covers five clusters and operates from five different offices, it is important for K-TOP to have a good coordination among five clusters to produce synergy effects among clusters. So the regular meetings, in which all counterparts from five clusters regularly participate, are organized to facilitate the joint monitoring of K-TOP and exchange of ideas to promote collaboration among various clusters. The joint field visits or other joint events by all five clusters may be also organized.

The coordinated activities and its results among clusters are summarized in Table 7.1 in Chapter 7.

(3) Joint Coordinating Committee (JCC)

At the Kassala State level, Joint Coordinating Committees (JCC) are organized to coordinate and make necessary decisions on K-TOP. The major roles of JCC are as follow:

- 1) To discuss and approve the annual work plan and the report of K-TOP.
- 2) To understand the progress of K-TOP based on the Joint Implementation Team's reports, and make necessary actions solve problems, if any. (JCC will also discuss the possible change of the work plan and revision of the PDM of K-TOP.)
- 3) To share the achievements of and lessons from the Project and arrange activities to disseminate them to the whole Kassala state.
- 4) To coordinate the Kassala State Government to secure the local component budget for K-TOP and arrange timely disbursement of it to the counterparts

Members of JCC are shown in Table 2.1, which are the same as in the Preparation Phase of K-TOP. JCC meetings were organized two or three times a year when K-TOP submits the report. The JCC meetings held to date are summarized in Table 2.2.

Table 2.2: Members of Joint Coordinating Committee (JCC)

| Chairperson of JCC | | Director General (DG), State Ministry of Finance (SMoF), Kassala |
|--------------------|--------------------------|---|
| Members of JCC | Kassala State Government | - Director General, Directorate of Planning and Development (DPD), SMoF - Representative(s) of SMoH - Representative(s) of SMoA - Representative(s) of Kassala Vocational Training Center (KVTC) - Representative(s) of State Water Corporation (SWC) - Others appointed by SMoF |
| | Federal Government | - Representative(s) of Ministry of Finance and National Economy (MoFNE) - Representative(s) of Higher Council for Decentralized Governance (HCDG) |
| | Japanese Members | - JICA Experts of the Project - Representative(s) of JICA Sudan Office - Others appointed by JICA Sudan Office |

Table 2.3: JCC Meetings during the Implementation Phase of the Project

| Project Year | JCC | Date | Main issues |
|------------------------------|------------|--------------------|---|
| First Project Year | 1st JCC | June 5, 2011 | Discussion of the work plan for the 1 st project year |
| | 2nd JCC | November 3, 2011 | Discussion on the progress of the Project based on the draft Progress Report No.1 |
| | 3rd JCC | March 6, 2012 | Discussion of the progress in the 1 st project year based on the draft Progress Report No.2 |
| 2 nd Project Year | 4th JCC | June 26, 2012 | Discussion of the work plan for the 2 nd project year |
| | 5th JCC | December 20, 2012 | Discussion of the results of Mid-Term Review |
| | 6th JCC | March 14, 2013 | Discussion of the progress in the first half of the 2 nd project year based on the draft Progress Report No.3, and report of Mid-Term Review to the Federal Government |
| 3 rd Project Year | 7th JCC | July 3, 2013 | Discussion of the progress of in the second half of the 2 nd project year based on the draft Progress Report No.4 |
| | 8th JCC | September 29, 2013 | Report of activities until 2 nd project year and discussion of the work plan for the 3 rd project year |
| | 9th JCC | January 20, 2014 | Discussion of the results of Terminal Evaluation |
| | 10th JCC | April 28, 2014 | Discussion of the outputs of K-TOP based on the draft Progress Report No.5 |

3. Basic Principles to Implement the Planning Cluster

3.1 Technical Principles to Implement the Planning Cluster

K-TOP has the following basic technical principles in implementing its activities:

- Respect and foster Kassala State Government's ownership and initiatives for K-TOP
- Try to bring visible impacts at the early stage of K-TOP, so that the local population can enjoy the "fruits of the peace"
- Improve the counterparts' primary works through K-TOP, so that they can use their improved capacity sustainably and self-reliantly in their work

For the Planning Cluster, K-TOP has the following basic principles:

- Improve DPD's capacity, not only through training but also through practicing
- Support DPD to make recommendation on an improved system of planning, monitoring and evaluation for Kassala State Government, based on their experiences during K-TOP
- Strengthen DPD's organizational capacity to change for the better continuously, through introduction of the participatory bottom-up Kaizen approach

3.2 Administrative Principles to Implement the Planning Cluster

K-TOP has the following two principles as the operational strategies.

- Strengthen communication among five clusters in order to generate synergy effects among five clusters
- Implement K-TOP smoothly and effectively through frequent discussions and close collaboration with the JICA Headquarters and JICA Sudan Office

3.3 Key Points for Implementation of the Planning Cluster

Key points for implementation of the Planning Clusters are as follows.

- In order to disseminate the good results of K-TOP into the Kassala State Government, K-TOP will maintain cooperative relations and communication with other related State Government organizations such as SMoF, Directorate of Civil Service and Strategic Planning Council.
- It is important for K-TOP to maintain supplemental relationship with UNDP and other development partners which also support capacity development of DPD.
- Introducing Kaizen approach is potentially effective for all clusters of K-TOP, so Kaizen activities will be disseminated to all clusters in K-TOP, so that the Planning Cluster can generate synergetic effects with other clusters to enhance the effectiveness of cooperation among all clusters.

4. Result of the Activities in the Planning Cluster

4.1 Flow of Activities in the Planning Cluster

The flow of the activities in the Planning Cluster is shown in Figure 4.1 and 4.2.

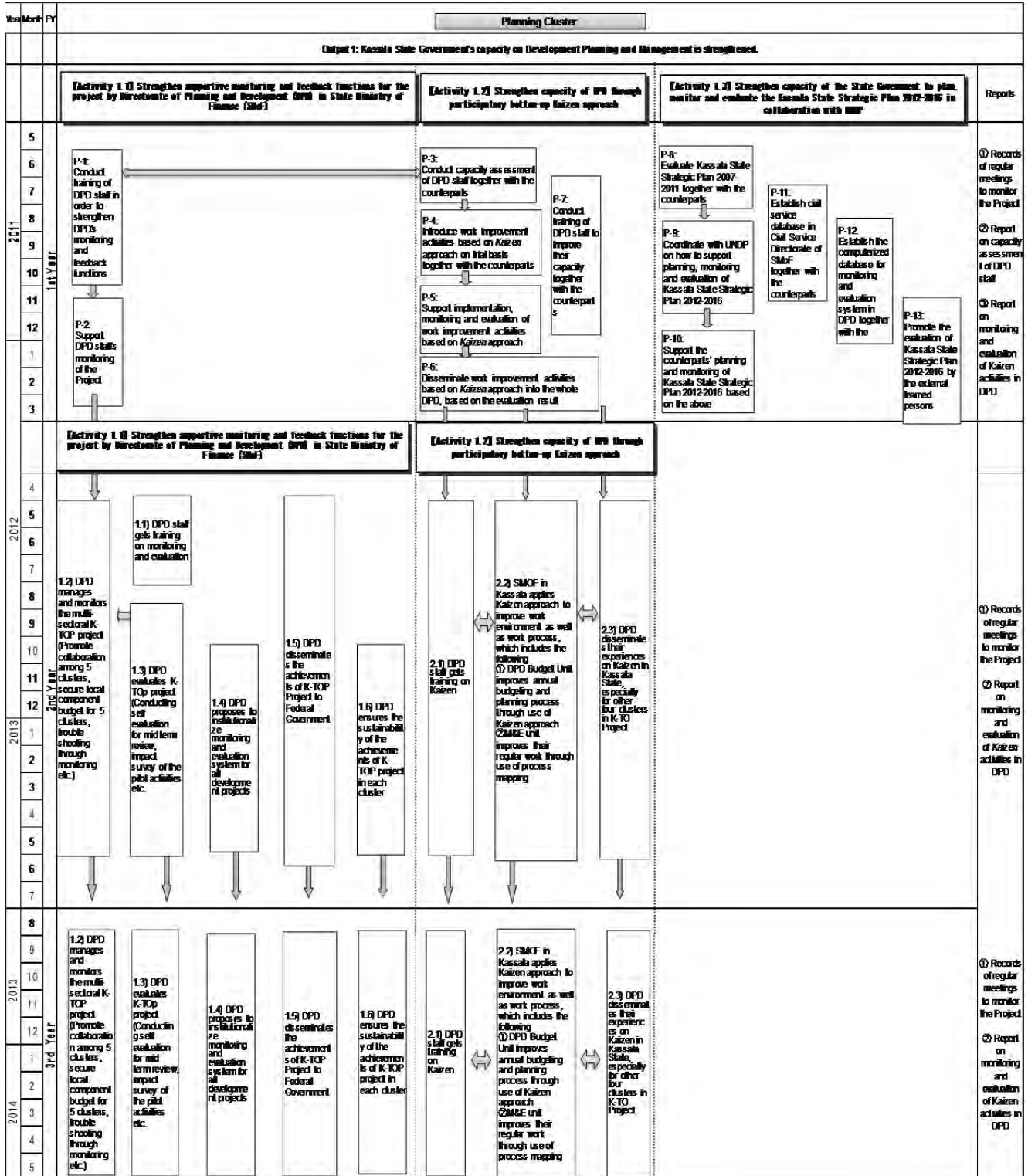


Figure 4.1: Flow of Activities in the Planning Cluster

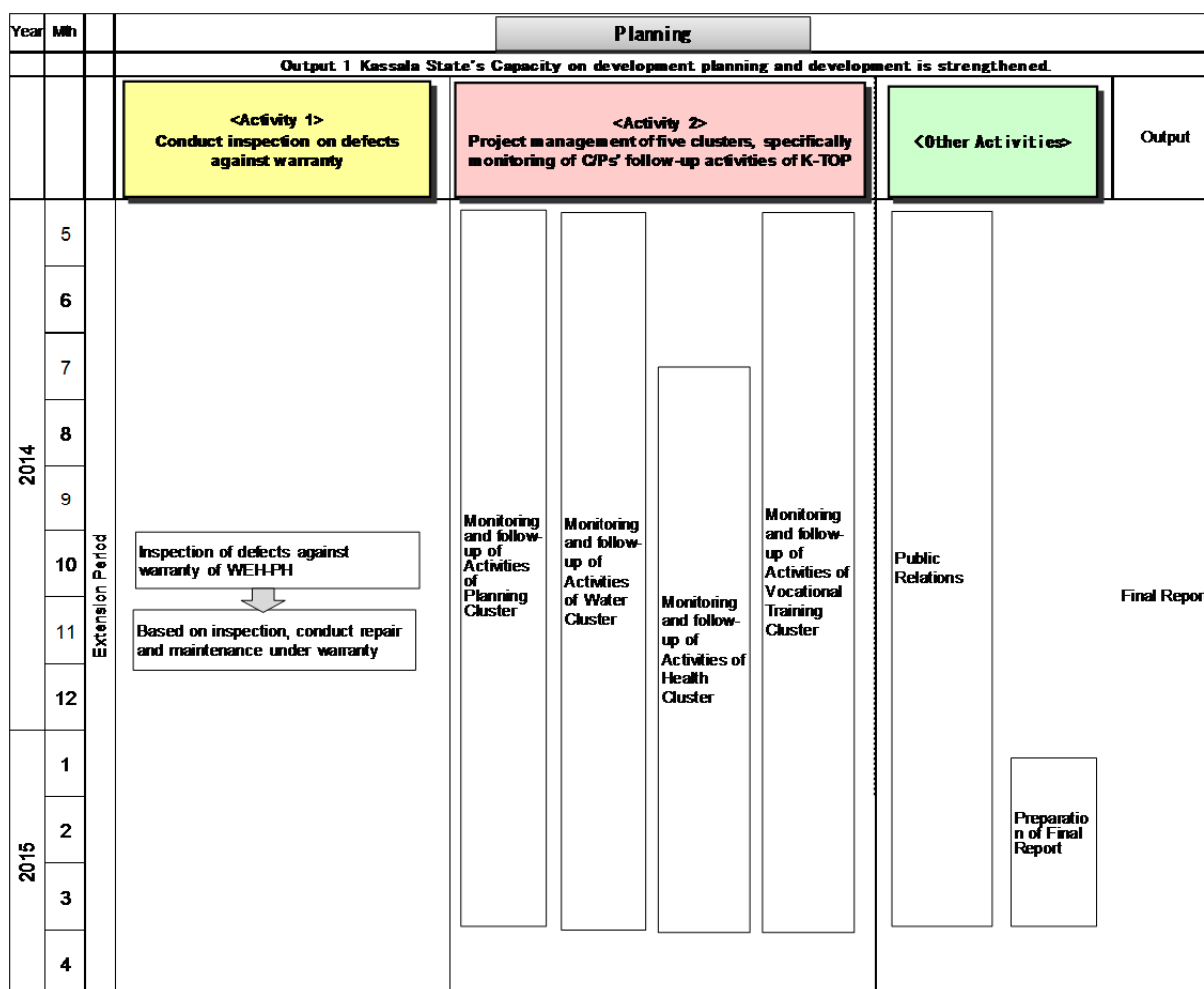


Figure 4.2: Flow of Activities of the Planning Cluster (Extension Period)

4.2 Summary of Result of the Activities in the Planning Cluster (from May 2011 to March 2015)

The progress and results of activities in the Planning Cluster are summarized in Table 4.1. The progress in the indicators and results of the activities are reported in Table 4.8 and 4.9.

Table 4.1: Summary of Progress of the Activities in the Planning Cluster

| Outputs / Activities | | Summary of Progress |
|----------------------|---|--|
| Output 1 | DPD's capacity to manage, monitor, evaluate and sustain development projects is strengthened, through implementation of the multi-sectoral K-TOP. | In the first project year, the Project conducted supplemental trainings of monitoring and evaluation and supported DPD to hold monitoring meetings after situation analysis and capacity assessment. In the second year, the cluster focuses to develop more practical capacity by providing opportunities for actual site visits where K-TOP activities are on-going. The site visits aim to increase DPD's exposure to the needs of implementing ministries and agencies, as well as residents. Moreover, in the third project year, the Project has supported DPD to institutionalize Monitoring and Evaluation based on experience in the second year. |

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| Activity 1.1 | DPD staff gets training on monitoring and evaluation. | <p>The cluster conducted following M&E trainings for staffs of DPD</p> <ol style="list-style-type: none"> 1) Situation Analysis workshop of DPD's M&E activities (July 27, 2011 for 11 participants) 2) Capacity Analysis / CUDBAS workshop for M&E Unit, DPD (August 1-2, 2011, for 10 participants) 3) Training of Indicators for M&E (March 1, 4-5, 2012) |
| Activity 1.2 | DPD manages and monitors the multi-sectoral K-TOP. | <p><u>Coordination Meeting held by DPD:</u></p> <ol style="list-style-type: none"> 1) Joint Coordination Committee (June 5, November 3, 2011, March 6, June 26, December 20, 2012, March 14, July 3, September 29, 2013, January 20, April 28, 2014) 2) Regular Meetings (July 21, 2011, February 2, September 27, 2012) <p><u>Monitoring of cluster activities by the Staff of DPD:</u></p> <ol style="list-style-type: none"> 1) Visit by Mr. Gamal to 'the field day' supported by Agriculture and Livelihood cluster in Atbara East on September 17, 2012 2) Participation by Ms. Buthina to the SPIC meeting of Vocational Training cluster October 21, 2012 3) Visit by Mr. Gamal to the Kaizen meeting held by Water cluster on November 21, 2012 4) Site visit by Ms. Buthina to water rehabilitation facility in Banard and health education by drama of reproductive health in Arab 2 Village in Girba Locality <p><u>Support by DPD to the other donors and federal government to visit the Project activities</u></p> <ol style="list-style-type: none"> 1) Support by DPD to the other donors and federal government to Ms. Eiman guided for visitor from Ministry of International Cooperation who visited the Project on December 1, 2011 2) Mr. Gamal guided Mr. Horie, Ambassador of Japan on his visit to Wad el Helew on November 6, 2012 |
| Activity 1.3 | DPD evaluates K-TOP. | <ol style="list-style-type: none"> 1) Mr. Mohamed Ali, a DPD officer, took part in the evaluation of rehabilitation of rural water supply facility in Wad El Helew Locality (August 27 and September 2, 2012) 2) Evaluation Team of Planning Cluster consists of 5 DPD staff and Japanese Expert conducted self-evaluation of K-TOP for Mid-Term Review (September 2012) and creating self-evaluation report (in October 2012). 3) Mr. Gamal and Ms. Houida's participation in Joint Mid-term Review (December 2012) 4) DPD's Ms. Buthina and Ms. Lubna visited Banard Village in Girba to confirm the result of the evaluation of water cluster when ODA press tour lead by Japanese Embassy in Sudan had visited the village. 5) DPD's (Ms. Mei, M&E officer) participation in the evaluation study of agriculture and livelihood cluster in Mechanized Rain-fed Zone in El Karda Village and Abuda Village (June 13, 2013) 6) DPD's (Ms. Mei, M&E officer) participation in the evaluation study of agriculture and livelihood cluster in Horticultural Zone (June 19, 2013) 7) Two DPD officer and M&E officer of SMOH officer conducted evaluation of reproductive health service in Girba and Wad El Helew in January 2014 8) One DPD officer together with KVTC officer conducted evaluation of change in staff's motivation in January 2014 |
| Activity 1.4 | DPD proposes to institutionalize monitoring and evaluation system for all development projects. | <ol style="list-style-type: none"> 1) DPD had evaluation workshop on June 27, 2013 which discusses the result of evaluation activities and how DPD can introduce evaluation to their regular work. 2) The wrap-up workshop on evaluation has been held on February 2, 2013, and recommendation on institutionalization of evaluation has been adopted by the participants. |

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| Activity 1.5 | DPD disseminates the achievements of K-TOP to Federal Government. | <ol style="list-style-type: none"> 1) Counterparts of Kassala States held four times of Reporting Meeting to the Federal Government (June 1, December 6, 2011 and March 12, 2012, March 14, 2013) 2) Visit K-TOP project site by officers from MIC (December 2012) 3) Four senior officers of the Federal Government visited and inspected K-TOP activities (June 24-27, 2012 including JCC on June 26) 4) Visit made by H.E. Taha, Vice President of Sudan to Kassala; the counterparts' briefing and explaining about K-TOP. 5) The officers from HCDG visited K-TOP project site using the opportunity of ODA press tour in April 2013. 6) The project and the Federal Government discussed the results of 2 years of project operation and plan of activities of the 3rd year on September 22, 2014. |
| Activity 1.6 | DPD ensures the sustainability of the achievements of K-TOP in each cluster. | Each cluster ministry submitted budget proposal in October 2013, and the Planning Cluster supported clusters to secure their budget for the activities. |
| Output 2 | DPD's organizational culture to improve its work environment and work process with bottom-up initiatives is developed, through introduction of Kaizen approach. | Generally, DPD officers have a strong interest in Kaizen approach, and some of them practice Kaizen and 5S at home. In the first year of the Project, DPD implemented mainly improvement of working environment using 5S. In the second year, DPD and the Cluster continue to practice Kaizen activities to improve working process and organizational capacity. In the third project year, the Project has started setting up organization/ system building to disseminate Kaizen activities to the whole Kassala State Government. |
| Activity 2.1 | DPD staff gets training on Kaizen. | <p>The Project conducted the following training on Kaizen for DPD staff.</p> <ol style="list-style-type: none"> 1) Introductory Kaizen Training (Training in Japan) September 10-24, 2011, for six Officers consists of one Ministry of Finance officer and five DPD staff 2) Middle level Kaizen Training (Third Country Training In India) July 14-28, 2012 for six Officers consists of one Ministry of Finance officer and five DPD staff 3) Kaizen Introductory Training using Arabic Kaizen Manga as training material by Egyptian lecturer June 4-14, 2012 24 participants from five K-TOP clusters including 11 DPD staff 4) Training on Kaizen in the service industries including public service and workshop on business process mapping by a coach from Kaizen Institute Africa (May 6-16, 2013, 32 officers from five cluster of which 19 is from DPD participated the training) 5) Third country training in Bangladesh by visiting Improving Public Service through Total Quality Management Project. (May 25-June 6, 2013; 10 participants including one from Ministry of Finance, five from DPD and one each from four clusters) 6) Training and workshop on Kaizen in Public Service and Business Process Mapping by Indian Kaizen Expert May 6-16, 2013, 31 participants (of 18 are from DPD) from five clusters) 7) Third Country Training visiting Bangladesh: IPS-TQM project in Bangladesh (May 25 - June 6, 2013) with 10 participants (one from SMOF, five from DPD and four from four clusters) 8) Third Country Training in Bangladesh Public Administration Training Centre where participants participate and present Sudanese Kaizen in International Kaizen Convention and learn how to disseminate Kaizen to local governments (10 participants (two from DPD, one from Training Department, 1-2 from four clusters) 9) Kaizen Mentor Training by inviting Bangladesh Trainer (November 27 –December 2, 2013; 25 Participants from DPD (5), Training Department (2), Each Cluster (2-5) Locality offices (7)) 10) Kaizen Work Improvement Team (WIT) training inviting |

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| | | Bangladesh Trainer (December 3 -5, 2013) with 54 participants of eight WIT from five clusters, Civil Service Training Department, Locality offices) |
| Activity 2.2 | State Ministry of Finance (SMoF) in Kassala applies Kaizen approach to improve work environment as well as work process, which includes the following. | After returning from Kaizen training in Japan, DPD has implemented the following activities. 1) Conducted Kaizen Orientation Workshop for all DPD staff in October 2011 2) Set up a suggestion box to invite ideas for improving the working environment and process 3) Implemented some activities which were judged as good and implementable through consensus from the suggestions proposed in the Suggestion Box. The activities implemented include painting of outfit of the building, maintenance of the courtyard, update of a community database, improvement of filing system, and cleaning of offices. 4) Preparing Arabic Kaizen / 5S training material for dissemination to various sectors including primary school (from September 2012) 5) DPD provided training to communities on Kaizen in Child Friendly Community Initiative: CFCI financed by UNICEF (27th November 2012) |
| Activity 2.2.1 | DPD Budget Unit improves annual budgeting and planning process through use of Kaizen approach. | 1) Japanese Expert studied the current situation of budget and planning formulation of the State with support from the lecturer of Economic Department of Kassala University in January 2012. 2) Financial Management Expert conducted training on public investment analysis for 10 DPD staffs on August 14-15, 2012 3) Preparing Business Process Map of the payment process of DPD for which Budget Unit is responsible for the workshop facilitated by Kaizen Coach from Kaizen Institute Africa (May 12-16, 2013) 4) As a Kaizen activity, Budget Unit with support from K-TOP conducted work environment improvement by 5S campaign, revision of workflow in the unit, change in arrangement of offices in the department which lead to speed up of payment process. |
| Activity 2.2.2 | DPD Monitoring and Evaluation (M&E) Unit improves their regular work through use of process mapping. | 1) IT consultant is working to find out the problems in administrative software, which is supposed to be used by DPD M&E Unit. 2) DPD M&E Unit developed Business Process Map of preparation of quarterly monitoring reports in the workshop facilitated by Kaizen Coach from Kaizen Institute, India (May 12-16, 2013) 3) M&E unit held a Follow-up meeting to refine the action plan and proposed a revision of business flow to Director General of SMoF. 4) M&E unit hold training which is proposed by the action plan to reduce errors in the process (February 26, 2014) |
| Activity 2.3 | DPD disseminates their experiences on Kaizen in Kassala State, especially for other four clusters in K-TOP. | 1) Mr. Gamal and Japanese Expert of K-TOP made a presentation on Kaizen and 5S in Kassala at the First Industrial Quality Conference in Khartoum on December 18-20, 2011. 2) Mr. Tanaka, Team Leader of K-TOP, made a lecture on the History of Japanese Kaizen and Team Work for 50 Representatives from 27, communities of Rural Kassala Localities on November 27 2012. 3) DPD held the first Kaizen Follow-up Workshop to review and monitor implementation of Kaizen activities with the participants from five clusters who participated in the Kaizen training in June 2012, in order to discuss and learn from each cluster's experiences on November 29, 2012. 4) Training on Kaizen in the service industries including public service and a workshop on business process mapping by a coach from Kaizen Institute Africa is implemented by inviting participants from other four clusters where clusters have developed own business process maps. In training, the coach has provided special session for Water cluster and Vocational Training cluster for |

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| | | <p>many officers and employees. (May 12-19, 2013)</p> <p>5) Water, Agriculture and Livelihood, Health, and Vocational Training clusters sent one representative from each to the third country training on Kaizen in Bangladesh (May 25 - June 6, 2013)</p> <p>6) 2nd Kaizen Follow-up workshop including reporting of Kaizen Training by Kaizen Institute and Kaizen training in Bangladesh (July 1, 2013)</p> <p>7) DPD with support from K-TOP made presentation on Kaizen at Kassala radio program March 16, 2014) and made a Kaizen introductory seminar for all staff of Kassala Radio Corporation (March 17, 2014).</p> <p>8) Kaizen Training for Federal Ministry of Health (for 30 participants, March 19-20, 2014)</p> <p>9) Kaizen Introductory Seminar for Decision Makers in Kassala (8th April 2014)</p> <p>10) Kaizen Introductory Seminar for the Federal Government (April 16,2014)</p> |
| Activity removed from PDM Ver. 4 | DPD Database Unit improves their regular work through better use of socio-economic database on Kassala State. | DPD requested K-TOP to remove this activity since UNICEF supports this activity. |
| | Strengthen capacity of the State Government to plan, monitor and evaluate the Kassala State Strategic Plan 2012-2016 in collaboration with UNDP. | Kassala Strategic Plan has been developed with support mainly from UNDP. However it does not have expected structure but a conventional list of projects. It has been judged that the relevance to evaluate this Strategic Plan is too low, and the activity has been removed from the PDM. |
| | Directorate of Civil Service improves their work through use of Civil Service Database. | Civil Service Database has been established in the first year of the Project by the IT consultant hired by the Project. However, operation and management of the database still faces technical and managerial challenges, so the cluster continues to support the activities by providing technical support by IT consultant in the second project year. The support to the Strategic Planning has been removed from PDM, and this activity which has less synergetic effect with other activities has also been removed from PDM as the result of the mid-term review of the Project. Training including data entry, trouble shooting, and providing training is offered to the officers of directorate of civil service. (May 2013) |
| Activities during extension period | Inspection against defects on construction of Wad El Helew Rural Hospital according to the construction contract | Conducted inspection against defects after six months after completion of the construction of Wad El Helew rural hospital, according to a warranty clause in the construction contract between JICA and contractor |
| | Project management of five clusters | Manage and provide logistical service to activities of water supply, agriculture and livelihood improvement and health clusters |

4.3 Activities Implemented in the Planning Cluster from May 2011 to March 2015

The following sections are the description of main activities implemented from May 2011 to March 2015.

Output 1: Strengthen monitoring, evaluation and feedback functions of Directorate of Planning and Development (DPD) in State Ministry of Finance (SMoF).

(Activity 1.1) Conduct training on monitoring and evaluation for DPD staffs.

In order for strengthening capacity of Monitoring and Evaluation of DPD staff, the Project held two

workshops in the beginning; Situation Analysis using SWOT (Strength, Weakness, Opportunity, and Threat) analysis and Capacity Analysis using CUDBAS. In the analysis, the project observed that DPD only monitors physical progress of projects or investment, but does not monitor and evaluate progress of development according to development objectives and indicators, which the participants of the workshop identified as a problem. In self-assessment exercise of capacity analysis, the participants gave low scores to 'practical knowledge of monitoring and evaluation', 'Data analysis', 'coordination with other sector ministries and residents' and 'documentation capacity'. Based on these results, the project planned training programs on evaluation. The Project with the help of a lecturer from Kassala University translated training material on evaluation indicators and data collection and analysis into Arabic, and requested the lecturer to give training on these topics in March 2012. Twelve officers from DPD received the training.

(Activity 1.2) Support DPD's operation and monitoring of the multi-sectoral Project.

As a result of the situation analysis (SWOT workshop) and capacity analysis (CUDBAS workshop), it is understood that one of the constraints for DPD staff to strengthen M&E capacity is that they do not have many opportunities to do actual M&E activities at project sites, nor share learning and result of M&E as organization. Accordingly, the Project attempted to increase opportunities for DPD to know about the progress of project activities of other clusters by having coordination meetings among five clusters, or having actual monitoring (site visit), in the occasional events, which can be used as capacity training.

Whilst usual Joint Coordination Committees (JCC) are useful as meetings for monitoring activity since DPD officers could receive reports on the progress of activities from other clusters, the Project has provided opportunities for additional meetings as regular coordination meetings where all cluster gets together to discuss progress and challenges with frequency of once a few months. Additionally, on and after self-evaluation exercise from September 2012, the Project strengthened monitoring and evaluation by increased opportunities of actual site visit to other cluster activities by DPD staff. The details of monitoring and site visits are presented in Table 4.1.

In addition to the coordination meetings of the Project by DPD (i.e. JCC and regular meetings), where the participants discuss progress of activities, the cluster has been trying to strengthen M&E capacity by confirming qualitative or quantitative outcome of development activities through interview survey to stakeholders and beneficiaries with actual visits to pilot activities by DPD staff. Counterparts other than DPD expects that receiving DPD's M&E to their pilot activities might deepen DPD'S understanding of their activities, so that DPD could allocate development budget to the same kind of development activities after termination of the Project.

Furthermore, through these monitoring activities, information sharing and cooperation among clusters are enhanced and caused cooperation among clusters, which is reported in Chapter 7.

(Activity 1.3) Support DPD's monitoring of the Project.

The Project has been developing practical capacity of DPD officers through experiences that the officers, together with other cluster officers, have gained by participating actual monitoring and evaluation surveys of K-TOP pilot activities. Among many activities, the project and DPD selected the case studies of 1) the evaluation study of the well rehabilitation project in Wad El Helew, and in Banad Village (installation of solar pump), Girba Locality, 2) the evaluation of agriculture and livelihood activities in Mechanized Rain-fed Zone in Wad El Helew Locality and Horticulture Zone in Kassala City, 3) PDM indicators of Health Cluster, and 4) PDM indicators of Vocational Cluster. Summaries of the results are presented.

(1) Evaluation Survey of the Well Rehabilitation Project**(i) Evaluation Study of Well Rehabilitation in Wad El Helew Town**

On April 11, 2013, K-TOP Planning Cluster had a feedback workshop on the evaluation of the well rehabilitation pilot at Wad El Helew, which was conducted in August and September 2012. Participants of the field survey, namely Mr. Mohammed Ali, Planning Officer of M&E Unit, DPD and Mr. Edres of K-TOP Water Cluster, jointly presented the result of the survey. The proceedings of this workshop are summarized in Table 4.2.

Table 4.2: Outline of the evaluation Workshop of Water Yard Rehabilitation in Wad El Helew Town

| Evaluation Workshop of Water Yard Rehabilitation in Wad El Helew Town | |
|--|---|
| Theme | Evaluation of immediate impact caused by pilot activity by interview based on a questionnaire: K-TOP Water Cluster and Planning Cluster jointly conducted a study of the impacts caused by rehabilitation of water supply facilities (wells, tanks and water points) in August 2012. The presentation aims to give feedback to the participants from DPD and discuss benefits of monitoring and evaluation by social survey and how DPD can use conduct monitoring and evaluation. |
| Date | April 11, 2013 |
| Outline | SWC and JICA Team implemented a pilot project of water yards rehabilitation in Wad El Helew town. Then, the C/P and JICA Team conducted a quick impact survey of the well rehabilitation project at Wad El Helew town. This survey, which is using a questionnaire, analyzed whether there was any change in terms of expected direct impacts such as the time to get water for household, and cost of water, as well as indirect impacts such as education and health. It also looked at immediate effects of the intervention in a short time. One officer (Mr. Mohammed Ali) from M&E Unit of DPD joined the survey team and under the guidance of JICA experts, conducted interview, collection, analysis of data. The result of the survey was provided to SWC together with the lessons for the future pilot projects. This workshop was specially designed to provide information on evaluation methodology as an example of the actual evaluation using questionnaires. |
| Session 1: Methodology | <ol style="list-style-type: none"> 1. Outline of the survey methodology <ol style="list-style-type: none"> a) Planning b) Developing Questionnaires c) Implementation d) Data analysis e) Reporting 2. Explanation of survey methodology in Wad El Helew 3. Reporting including quantitative survey with supplemental qualitative information <ol style="list-style-type: none"> a) Ideal to make standard reporting format including items to be reported b) Recommendation reflecting evaluation result is important |

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| Session 2: Case Study (Mohammed Ali/ DPD) | <ul style="list-style-type: none"> ● Before the well rehabilitation, all 15,000 residents of Wad El Helew town used river water as their drinking water. After the completion of the well rehabilitation in March, some of the residents (between 2,000 and 3,000 people) began drinking the well water. ● The survey aims to figure out whether the completion of the well rehabilitation decrease “the amount of time for earning water”, “the cost of water”, “the frequency of going to hospitals” and so on. In other words, whether the well rehabilitation project improved the quality of life for the final beneficiaries? ● The survey selected 62 residents from 2,000-3,000 residents who drink the well water, and, on the other hand, 33 people who continue to drink river water. As the result of comparing before and after March, for the 62 residents, the average time for a round trip to get water decreased from 70 minutes to 13 minutes, the average cost spent on water decreased from 68 SDG to 137 SDG per month, and the frequency of hospital visits decreased from an average of 3.2 times to 2.1 times per month. For the 33 residents who use river water, no difference was observed. Therefore, the observed differences for 62 residents can be said as the effect of the well rehabilitation. ● Study team also collected some comments from residents. For example, some residents mentioned that water from well was salty and not good for drinking water. There is no problem found by quality test, so the team found some issues of information dissemination and education on the quality of water. |
| Main discussion | <ul style="list-style-type: none"> ● Possibility of distributing water to each household rather than supplying more water points (from the viewpoint of financial and water resource management). ● Necessary water quantity per day per head ● Point for improvement of the questionnaire and participation of DPD to evaluation study ● Joint work of DPD and K-TOP clusters |
| Participants | 10 DPD officers including Director General |

(ii) Evaluation Study of Well Rehabilitation (Installation of Solar Pump) in Banard Village, Girba Locality

K-TOP Planning Cluster and Water Cluster jointly planned the evaluation on well rehabilitation pilot activity at Banard Village. Although DPD officer posted in Girba Locality was not able to join the field survey because of urgent business, Ms. Buthina, the head of Monitoring and Evaluation Unit and Ms. Lubna who joined the ODA Press Tour, actually visited the field and confirmed the result of the survey.

(2) Field Survey of Agriculture and Livelihood Activities in Mechanized Rain-fed Zone and Horticulture Zone

As reported in the section (1.2), DPD decided to work actively on evaluation of K-TOP activities. Therefore, Monitoring and Evaluation (M&E) Unit of DPD started to join in the planning of the evaluation study in K-TOP Agriculture and Livelihood Cluster. This was the first attempt for the M&E Unit of DPD, so DPD, Planning, Monitoring and Evaluation Administration (PME) of SMoA, and K-TOP had a series of meetings to compare monitoring formats that each organization has and to discuss survey design including objectives and questionnaires. After planning, DPD and SMoA conducted field surveys in Abuda and El Karda villages in Wad El Helew Locality (Mechanized Rain-fed Zone) on June 13, 2013, and of Horticulture Zone in the suburb of Kassala City on June 19, 2013. The outline of each survey is summarized in the following sub-sections.

(i) Field Survey in Mechanized Rain-fed Zone (at Abuda and El Karda Villages in Wad El Helew Locality) (June 19, 2013)

M&E Unit, DPD (Ms. Mai) and PME, SMoA, (Dr. Khalil) jointly studies the effect of activities of extension workers at Abuda and El Karda villages in Wad El Helew Locality (Mechanized Rain-fed Zone). This evaluation survey aimed at examining the effect of an assignment of extension officers,

who were newly assigned to the field after K-TOP started its activities. The team specifically tried to know the changes by extension officer's visits to farmers to both villages through K-TOP activities, and effects of collective use of agricultural machines by farmers' association which is adopted system in both villages.

In the survey, the team conducted interviews with ten farmers about extension officer's activity in Abuda, 11 farmers in El Karda. In addition, the team visited rural development activities where women's group developed vegetable farms with water pump.

(ii) Field survey in Horticulture Zone (Suburban areas of Kassala City) (June 19, 2013)

M&E Unit, DPD (Ms. Mai) and PME, SMoA, (Dr. Khalil) jointly surveyed the effects of activities of K-TOP in Horticulture Zone. This evaluation aims at examining the results of services of extension officers that was activated and diversified after implementation of the Project. The team had interview with one farmer who is involved in a demonstration farm, one farmer who is joining marketing activities of direct vegetable selling and collective purchasing, three members of women's' group that takes part in the rural development activities of selling biscuit in Ramla Extension Center.

The results of above two surveys are presented in the feedback workshop held in June, 2013.

| Evaluation Feedback workshop of water supply cluster and agriculture cluster | |
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| Theme | Two cases are presented; one is on evaluation studies on well rehabilitation using a structured interview, and the other is evaluation by focus group discussion on activities of agriculture cluster. Using these cases, participants discussed the result of evaluation and how evaluation can be used in improving public services in Kassala State Government. |
| Date | June 27, 2013 |
| Summary | Water Cluster conducted rapid study on the effects of well rehabilitation of Wad El Helew and Banard Village. Evaluation of Agriculture and Livelihood Cluster examined benefits of adoption of new technology adopted after new assignment of extension officers. |
| Main discussion | <ul style="list-style-type: none"> ● Using evaluation methodology adopted in these case studies, it is important to evaluate similar government-financed project. ● The benefit of evaluation includes improving project or activities and reflecting adequate needs of beneficiary. In addition, it is useful if the result of evaluation could be reflected in the budget increase. ● Important to develop common format used by many stakeholders |
| Participants | State Water Corporation, Ministry of Agriculture, DPD |

(3) Evaluation of Health Cluster Activities in Wad El Helew Locality and Girba Locality

Officers of M&E Unit, DPD and Planning Unit of Ministry of Health jointly conducted an evaluation of health cluster activities in Girba (January 5, 2014) and in Wad El Helew (January 8, 2014). This evaluation examines the outcome of project activities by confirming indicators of project purpose; Realizing, recognition, willingness and use of pregnant women and nursing mothers to take antenatal care and delivery either in improved medical facility or from trained village midwives in two pilot localities.

The survey examines whether pregnant women could see improvement of services from hospitals and village midwives comparing to past three years. The survey is conducted by interview of approximately 50 pregnant women about their recognition on neonatal, delivery and antenatal care in each locality. Survey results indicates that most of the pregnant women and nursing mothers see the

improvement of services for all neonatal, delivery, and antenatal care, and improvement could be found both in hospitals and VMW. Salient comments from the mothers include observed improvement in cleanness management, implementation of blood pressure test and urine test, which are activities disseminated by the project.

Additionally, the evaluation uses five evaluation criteria in analysis. Also, evaluators commented that better skills of VMW were quite effective and impressive.

(4) Evaluation of Vocational Training Cluster

An officer of M&E unit, DPD with cooperation of Deputy Director of KVTC conducted evaluation of Vocational Training Cluster. This evaluation studies the effect of K-TOP activities by examining the achievement in project purpose indicators, 'Motivation of KVTC staff toward their work is increased (NA => 4.0/5.0 points)' through interview survey.

In the study, to examine 'motivation toward their work' in the study, the evaluation team asked questions on KVTC Strategic Plan, clear understanding of job description, contribution to school management, promotion of teamwork, recognition on improvement of school management, change in motivation and sustainability. The team interviewed 17 officers of KVTC consist of Section Heads, part of teaching and office staff, and DPD and KVTC together conducted analysis. The results confirm that the officers in KVTC gains more motivation than before with a better idea of organizational strategy and personal objective, and better facilities and equipment. Survey team collected notable comments from the interviewee and the team worked on preparing recommendation and conclusion of the evaluation using these comments. The evaluation recommendation includes strengthening coordination among school management and Section Heads, activation of the Strategic Plan, and allocation of enough budgets after completion of the Project.

Sharing the results of above two case studies of Health and Vocational Training, and in order to discuss the recommendation to DPD's monitoring and evaluation activity, K-TOP held a workshop in February 2014. The proceeds and results are summarized as below.

| Final workshop on monitoring and evaluation: evaluation of activities of health and vocational training cluster and discussion on guidance on evaluation and recommendation to way forward | |
|---|---|
| Theme | Presentation of evaluation results of two case studies using Project Design Matrix and questionnaire based field interview (Health Cluster and Vocational Training Cluster) Discussion of draft guidance on simple evaluation and field study and presentation/reporting format based on the experience so far. Discussion on draft recommendation on the way forward to be submitted to management of DPD from the workshop |
| Date | February 2, 2014 |
| Session 1: presentation on evaluation case study | <ul style="list-style-type: none"> ● Evaluation of activities of Kassala Vocational Training Centre (presentation made by DPD) ● Evaluation of activities of Health Cluster (presentation made by Ministry of Health and DPD) Project Purpose and Design (based on PDM), and explanation of evaluation study Methodology of evaluation Explanation of questionnaire and results of field survey (indicators etc.) Evaluation results using 5 evaluation criteria Conclusion and recommendation |
| Session 2 way forward on evaluation | <ul style="list-style-type: none"> ● Based on the experiences till then, draft recommendation has been discussed. The recommendation covers (i) finalize draft evaluation guidance and do evaluation of government project using experience and guidance, (ii) clarify the role and function of DPD and Monitoring and evaluation function of the ministries to make consensus that DPD should be a technical center of M&E in State Government, (iii) clarify the |

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| of DPD | linkage and connection between M&E and budget, (iv) institutionalization of M&E activities in the government. <ul style="list-style-type: none"> ● DPD adopted the recommendation and participants agreed to start finalization process of evaluation guidance and evaluation of government projects. |
| Participants | 15 DPD officers including Director General |

(Activity 1.4) DPD proposes the institutionalization of Monitoring and Evaluation system on all development projects.

Under Planning Cluster, the Project has completed four case studies of evaluating activities of four clusters. DPD that used to 'conduct monitoring but not evaluating' have accumulated some experiences of monitoring, needs to be changed to conduct the evaluation as regular and routine work. In this view point, recommendations were prepared on how to institutionalize evaluation as system in the government. The recommendations are developed based on the experiences of evaluation of four clusters and have been discussed in the final M&E workshop.

In the workshop, the government showed the willingness to evaluate their own project by March 2014, and participants of the workshop including Director General adopted the recommendation in order for strengthening M&E in DPD. This recommendation summarized in the following table clarifies the organizational and strategic direction and challenges in a medium and the long term.

| | | |
|--|--|--|
| Recommendation 1 (as immediate target) | Finalization of Guidance and application to government project | Based on the experience within K-TOP, guidance on evaluation has been developed. DPD needs to revise the guidance based on the government system and use it to evaluate government project |
| Recommendation 2 | Clarification of M&E Unit in DPD and other ministries M&E | Coordinating with Financial Unit or existing planning unit in other ministries and locality offices, clarify roles and functions of M&E unit in DPD in relation to similar units in other organization. M&E unit, DPD should be strengthened as a technical center on M&E. |
| Recommendation 3 (In medium term) | Strengthening linkages between M&E and budget process | Results of M&E should be reflected in the planning process especially budgeting process. |
| Recommendation 4 (In longer term) | Institutionalize systematic implementation of M&E | For systematic implementation of M&E, the government needs to start discussion and preparation for the institutionalization of M&E. |

(Activity 1.5) DPD disseminates the achievements of K-TOP Project to Federal Government

As part of DPD's capacity development, it is necessary to strengthen coordination between DPD and the Federal Government. DPD as one of the departments of State Ministry of Finance had a regular exchange of information in a budget discussion but did not have a regular discussion on the progress of a development project. K-TOP has been trying to develop C/Ps capacity to report not only the success of the whole projects but specific activities such as Kaizen to Federal Government, etc. Through this accumulation of experience of reporting, the C/Ps have developed their ability to report confidently the results and outcome of the Project.

Specifically there were opportunities not only an invitation to JCC but training and presentation to Federal Government, which is summarized in following table.

| Date | Outline |
|----------------|----------------------------|
| June 1st, 2011 | Explaining project outline |

| | |
|--------------------|--|
| December 6, 2011 | Report of activities |
| March 12, 2012 | Explanation of Progress Report 2 |
| March 14, 2013 | Reporting of activities till interim report and discussion |
| September 27, 2013 | Results till end of the second Project year |
| March 19-20, 2014 | Kaizen Training for Federal Ministry of Health |
| April 15, 2014 | Results of three years of project |
| April 16-17, 2014 | Kaizen training for staff in Federal Government |

(Activity 1.6) Making DPD be able to continue the result of the Project after its completion.

Continuing activities of the Project is important as benefits of the Project as well as for achieving overall goals of the Project. Therefore, Kassala State Government needs to allocate adequate level of budget to continue activities with notable results. Especially, counterpart ministries have been expecting same level of budget allocation as ‘local component’ which was prioritized during project implementation from the government.

At the end of the project year, budget request from cluster Ministries of Agriculture, Water, Vocational Training, and Health have been submitted to Ministry of Finance, and the Planning Cluster has supported for their approval. DPD has been managing local component of the project and monitored its execution. DPD understands the progress and needs of budget from monitoring meetings discussed above and evaluation exercises, so DPD is supportive of continuing the activities of the Project.

Output 2. Strengthen the capacity of DPD through participatory bottom-up Kaizen approach.

The Project introduced Kaizen approach to DPD, the main counterpart of the Planning Cluster in the first project year. From the second project year, the Project attempts to spread the approach to the other clusters. This means the importance of Kaizen approach for the K-TOP is rising as the common approach among all K-TOP clusters to improve public service to residents.

(Activity 2.1) Conduct training on Kaizen for DPD Staffs.

In the three years of project period, 1) Kaizen Introductory training by Egyptian Lecturer from Kaizen Centre (June 3- 14, 2012) and 2) the intermediate Kaizen Training by an Indian coach (May 6-16, 2013) and 3) Kaizen Mentor training (November 27 - December 2, 2013) and 4) Kaizen WIT training (December 3-5, 2013) were provided to the counterparts in Kassala. The summaries of training are presented in the following tables.

1) Introductory Kaizen Training by an Egyptian lecturer

| | |
|--------------|---|
| Theme | Introductory Kaizen Training (in Arabic) |
| Lecturer | Mr. Ayman Aly Deghaidy (Egypt Productivity and Quality Improvement Center (a.k.a. Egypt Kaizen Center)) |
| Period | June 3 -14, 2012 (10 days) |
| Participants | 23 in total from Kassala government including DPD, SMoA, SMoH, SWC and KVTC |
| Contents | 1) Kaizen Methodology 2) Customer Satisfaction in Public Sector 3) QC Story and Circle 4) 5S 5) Check Sheet/ Pareto Diagram/ Fish Bone 6) Workshop and Action Plan |
| Material | “Torimaden”, a Kaizen comic produced by Tottori prefecture, translated in Arabic |

2) Intermediate Kaizen Training by an Indian lecturer

| | |
|--------------|--|
| Theme | Intermediate Kaizen Training (Business Process Mapping Workshop) |
| Lecturer | Mr. Vijay Pandey (Kaizen Institute Africa in Pune, India) |
| Period | May 5-16, 2013 (10 days) |
| Participants | 33 in total from Kassala government including DPD, SMoA, SMoH, SWC and KVTC DPD staff trained in the third country training in India joined this training as assistant lecturers. |
| Contents | (1) Kaizen in service sector 1) Total Service Management (TSM) in public services 2) Concept and tools of Kaizen in service sectors (2) Lecture and practice of Business Process Mapping 1) Idea of business process mapping 2) Formulating process mapping |

3) Kaizen Mentor Training by a Bangladesh lecturer

| | |
|--------------|---|
| Theme | Kaizen Mentor Training (TOT) |
| Lecturer | Mr. Enamul Haq (Bangladesh Public Administration Training Center (BPATC)) |
| Period | November 27 - December 2, 2013 (4 days) |
| Participants | 25 in total from DPD, Department of Training of SMoF, other counterparts from each cluster, and localities |
| Contents | DPD and Department of Training of SMoF play a key role of conducting Kaizen trainings, monitoring and developing Kaizen mentors for Kaizen dissemination in Kassala. (1) Outline of Kaizen (Current situation of utilization of Kaizen in Kassala, 5S) (2) Outline of Kaizen Step-up Project approach (Promotion of Kaizen activities by WITs) (selection of theme, analysis of current situation, indicators and problem solving) (3) Formulating action plans through workshop |
| Materials | Textbook provided by BPATC and additional materials based on the progress of Kaizen in Kassala State |

4) Kaizen Work Improvement Team (WIT) by a Bangladesh lecturer

| | |
|--------------|--|
| Theme | Promotion of Kaizen by Work Improvement Team |
| Lecturer | Mr. Enamul Haq (Bangladesh Public Administration Training Center (BPATC)) |
| Period | December 3-5, 2013 (3 days) |
| Participants | 54 in total from DPD, Department of Training of SMoF, other counterparts from each cluster, and localities (8 WITs) |
| Contents | (1) Outline of Kaizen (foundation of Kaizen, Current situation of Kaizen activities and 5S) (2) Outline of Kaizen Step-up Project approach (formulating WIT, Promotion of Kaizen activities by WITs) (3) Formulating action plans by WITs through workshop |
| Materials | Textbook provided by BPATC and additional materials based on the progress of Kaizen in Kassala State |

(Activity 2.2) Kassala State Ministry of Finance applies Kaizen methods and improves its work environment and work process. Especially, it conducts the following Kaizen activities.

(Activity 2.2.1) Budget Unit in DPD applies Kaizen methods and improves the process of making annual budget and planning.

As a topic for business process mapping in the Intermediate Kaizen Training by Indian coach in May 2013, Budget Unit of DPD selected the payment process of development budget, the same process that has been analyzed in the practice in the third country training in India in July 2012. Current status of the process shows the situation that one document needs to be circulated to unit heads and Director General via office assistant several times. This go-and-return situation called looping makes the

processing time consuming as the document needs to wait for approval on the desk of approving officers in the document box. Also, the mapping highlighted that rigorous process of multiple approvals is causing Muda (waste) of time as this makes this looping inevitable. In the process mapping participants suggested that the office assistant who needs to handle documents each time is a part of bottleneck, so they proposed arrangement to make assistant less involved in the process, or to lessen approval by Director General or a Unit Head who sometimes needs to be out of office for official business, and finally they proposed the way to lessen processing time to 27 minutes which takes 85 minutes in the current state. Furthermore, they proposed action plan that each staff needs to implement.

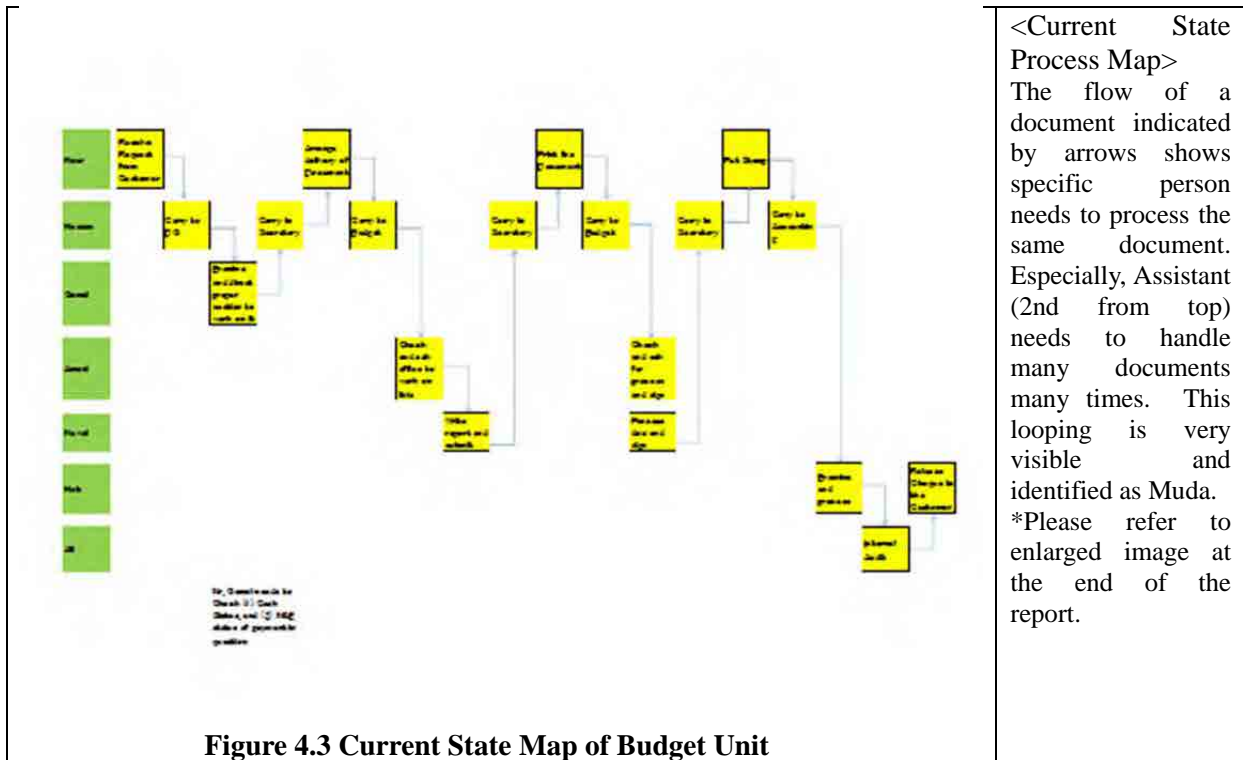


Figure 4.3 Current State Map of Budget Unit

<Current State Process Map>
 The flow of a document indicated by arrows shows specific person needs to process the same document. Especially, Assistant (2nd from top) needs to handle many documents many times. This looping is very visible and identified as Muda.
 *Please refer to enlarged image at the end of the report.

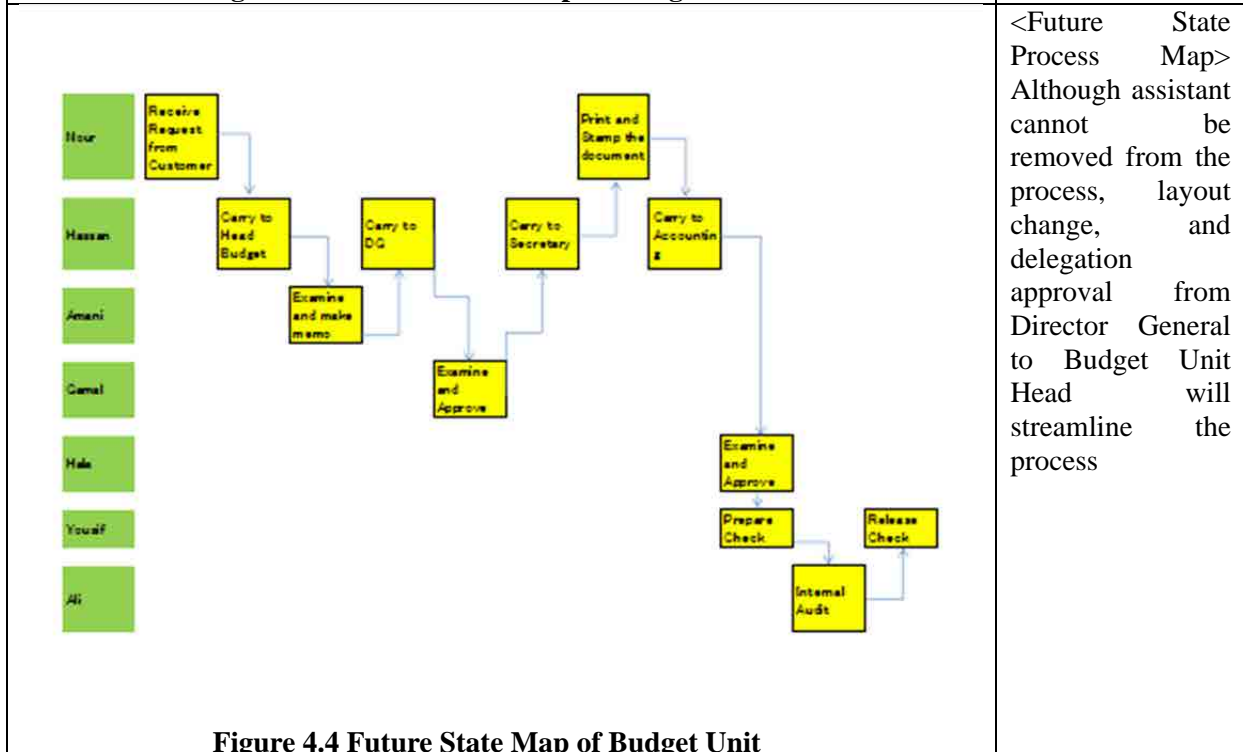


Figure 4.4 Future State Map of Budget Unit

<Future State Process Map>
 Although assistant cannot be removed from the process, layout change, and delegation approval from Director General to Budget Unit Head will streamline the process

The Project assisted in an analysis of the process map, making practical action plan, and monitored the progress. The status of the planned actions is summarized as follows.

| Actions | Status |
|---|-----------|
| Document filing / 5S | Completed |
| Improvement of flow by changing desk layout in offices | Completed |
| Improvement of flow by changing layout of offices in the department | Completed |
| Reducing document handling by the assistant and use of e-mails | Delayed |
| Change of approval power and delegation between Director General and Budget Unit Head | Delayed |

The reasons for delay are: (i) long leave by Head of Budget Unit and Director General caused delay in delay in reform and change, (ii) personnel change of Budget Unit Head, and (iii) the progress has been slow because of the department was busy at the end of financial year.

(Activity 2.2.2) Monitoring and Evaluation Unit improves its regular work by applying the Process Mapping.

As a topic for business process mapping in the Intermediate Kaizen Training by Indian coach in May 2013, Monitoring and Evaluation (M&E) Unit of DPD took the preparation process of Quarterly Monitoring and Evaluation Report that has been an important issue for the unit. M&E Unit prepares a Quarterly Report every three months to state the status of activities and the progress of execution of the development budget. In the process, they need to send requests physically to other ministries and locality offices, but time and effort to send and make query in large Kassala State with poor distribution infrastructure were troublesome. The data and information necessary to make the report is requested through the formal channel from top of one office to another, it took enormous time to be reached the actual person in charge, and sometimes the document has been lost during transmission and M&E Unit needs to rework it, which has been caused by unclear format or inconsistent direction from DPD is also a problem. The participants of the workshop found a lot of Muda (waste) in the process. Especially reworks caused by unclear reporting format and absence of manual are typical Muda in the office, the participants proposed many Kaizen ideas to reduce these Muda. In the action plan, the participants indicate clear reporting formats, standardized way of filling format and directions, and using e-mail to communicate person in charge.

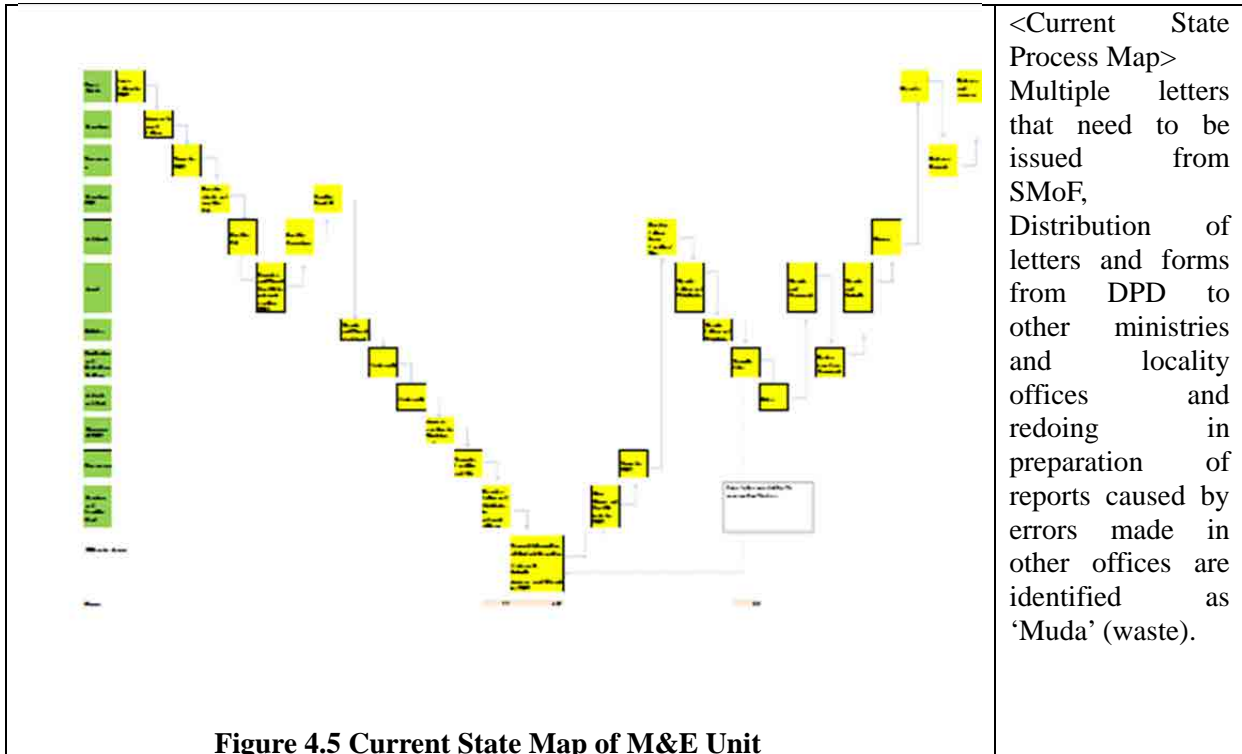


Figure 4.5 Current State Map of M&E Unit

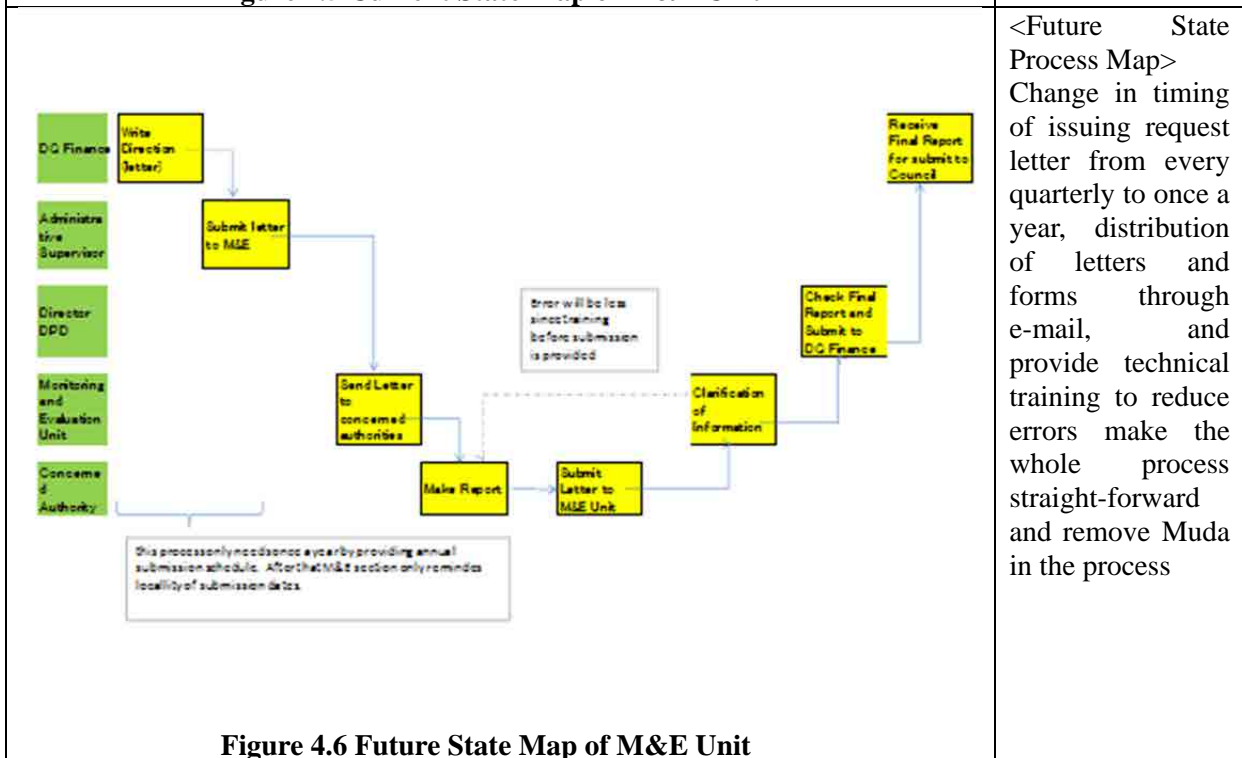


Figure 4.6 Future State Map of M&E Unit

| Waste Identified / Opportunity for Kaizen | | | | |
|---|---|-----------|------------------|---|
| No | Description | Time Lost | Saving Potential | Counter Measure |
| 1 | Data Collection in traditional order, localities and sectors not ready with enough data, waiting till they receive the letter | 192 | 100 | One letter to request submission of data according to annual schedule also requests e-mail contacts of person in charge |
| 2 | Checking information and data received | 96 | 76 | Provide training to the persons in charge in the locality offices |
| 2 | Only one assistant to distribute the letter for 31 localities | 72 | 72 | Distribute letters by e-mail by constructing computer network between DPD and localities |
| 2 | Traditional MOF assistant moving the doc | 4 | 4 | |
| 2 | Movement of Documents between Different DPD sections | 1 | 0.45 | |

<Muda Identification/ opportunity for Kaizen>
 The participants identified time-consuming tasks in the process and discuss how to remove or improvement, and expected time-saving.

Figure 4.7 Muda identification and opportunity for Kaizen worksheet

| Actions | Person in charge | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|--|-------------------|---|---|---|---|---|---|---|---|---|----|----|----|
| 1 Explain about new process to Mr. Gamal, Mr. Rahamatalla and Musa Oshek | Buthina | → | | | | | | | | | | | |
| 2 Create Draft Request letter and present to SMOF | Buthina and Lubna | | | → | | | | | | | | | |
| 3 Request JICA on possibility of construct a net service to localities | Buthina | | | → | | | | | | | | | |
| 4 Plan training to M&E cell in localities | Lubna and Idris | | | | → | | | | | | | | |
| 5 Training to M&E cell in localities | Lubna and Idris | | | | | | | | | | → | | |
| 6 Send first Rq letter to localities | SMOF | | | | | | | | → | | | | |
| 7 Make a e-mail contact list | Lubna | | | | | | | | | → | | | |
| 7 Mechanism Developed to sustain the improvement achieved | M&E Unit | | | | | | | | | | | → | |

<Action Plan>
 Indicate who do what to respond to identified Muda and opportunity for Kaizen. It is easy to follow up because this indicates responsible person.

Figure 4.8 Action Plan

The Project has provided technical support for implementation of the action plan. After having several follow-up meetings, it is decided that Kaizen action focuses on 3 points; (i) change in the way of issuing request letter from four times in a year to once in a year, (ii) sending request letter with forms through e-mail (using e-mail and e-mailing list), (iii) reducing errors and redoing by providing training on forms and reporting. The status of each action is summarized in the following table

| | |
|--|---|
| change in the way of issuing request letter from four times in a year to once in a year, | Head of M&E Unit proposed new process to DG, Ministry of Finance and received approval; the way of issuing request letters. |
| sending request letter with forms through e-mail (using e-mail and e-mailing list) | Setting up of network in State Government has been delayed and caused delay in implementation of this action. |
| reducing errors and redoing by providing training on forms and reporting | M&E unit has provided training. |

(2.3) DPD disseminates Kaizen in whole Kassala State.

Kaizen methods that have been introduced in DPD in the first project year have been spread to other four clusters in the 2nd project year, and to Training Department of Ministry of Finance and locality offices in the 3rd year as DPD is acting as a promoter or disseminator of Kaizen in Kassala state, and is expected to be introducer of Kaizen to the Federal Government.

Throughout Kaizen Training provided by Egyptian Lecturer in June 2013, Kaizen concept was introduced to all four clusters of the Project, and Intermediate Kaizen Training from May 5- 16, 2013 gives idea of improving efficiency in government business using the Business Process Mapping (BPM), which further activated Kaizen activities in each cluster. The Project and counterparts from all five clusters have visited Bangladesh for the third country training in May–June 2013 and November 2013 where participants learned Kaizen training method for public servants of local governments in Bangladeshi style. Using the results of the training and based on the Kaizen Training Guideline used in the Bangladesh, the project developed a Kaizen Training Manual in Kassala version in November 2013, which is used in Kaizen training for counterpart organizations, civil service training department, and locality offices. Through the training, Work Improvement Teams (WIT) has been set up in each office so that WIT members start to solve their own problems. This makes WIT as a team has been central to continuous implementation of Kaizen in the office. Currently some WITs are working not only on improving office environment but also improving business process to remove waste in the process, and other WITs are having regular Kaizen meetings. Kaizen is taking root in organizations in Kassala.

Rise of Kaizen in Kassala has been noted by the Federal Government through Federal Government officers who visited Kassala and other officers who has joined study tour to Ethiopian Kaizen Institute sponsored by JICA Sudan Office together with Mr. Gamal, Director General of DPD. The Federal Government made many requests of Kaizen Training to DPD. Among such requests, responding to Continuous Professional Development Center in Federal Ministry of Health, Kaizen training by three K-TOP counterparts was held, which results in active Kaizen activities not only in hospitals but also in offices in the Federal Ministry of Health, and CPDC highly appreciated. According to Sudanese counterparts, the concept of Kaizen which is ‘start with what you can do’ is acceptable since this concept is very similar to Islam, many participants are willing to take action after Kaizen training.

DPD is willing to respond to as many requests from Kassala and the Federal Government as possible. In Kassala, DPD provided training on Kaizen foundation and case studies for 24 officers of State Ministry of Education on September 18, 2014. Also, DPD held a workshop on beautification of the environment through Kaizen for 25 members of youth associations in Kassala. Other plans to provide training on Kaizen for Kassala Police and North Kordofan State Government were postponed, but DPD has plans to provide Kaizen training to the school teachers of primary schools, Kassala Locality offices, and New Halfa Factory of Sudan Sugar Company.

4.4 Response to the recommendation made in the terminal evaluation

Among the recommendation made in the terminal evaluation, the status of response is summarized as following table.

| Recommendation | Response |
|---|--|
| 1) Conducting monitoring and evaluation without help of Japanese expert | Based on the results of the evaluation of four pilot activities of K-TOP, Guidance on Monitoring and Evaluation has been prepared in March 2014. Using the Guidance, DPD has started to evaluate government project. M&E Unit of DPD conducted evaluation of Ad Musa Rural Hospital using the Guidance and Citizen Score Card method |

| | |
|--|--|
| | in June 2014. The M&E Unit has a plan to accumulate evaluation experiences. |
| 2) Establishment of efficient reporting system for the result of monitoring and evaluation | Reporting system of monitoring is expected to be improved by training on monitoring for ministries and localities, which is brought as one of Kaizen activity, has been provided in February 2014. In terms of reporting system of evaluation, the Monitoring and evaluation guidance provides that the evaluation results need to be reported to Director General of DPD and the Director General needs to give feedback to the head of the responsible organization. |

4.5 Results and Progress to achieve the Cluster Purpose and Outputs in the Planning Cluster

The status of progress toward the Cluster Purpose shown in PDM Ver. 4, namely, ‘Directorate of Planning and Development (DPD) in Kassala State Ministry of Finance can manage development projects in various sectors better, so that they can produce visible, positive impacts on the local population’ and the two outputs (1. DPD’s capacity to manage, monitor, evaluate and sustain development projects is strengthened, through implementation of the multi-sectoral K-TOP, and 2. DPD’s organizational culture to improve its work environment and work process with bottom-up initiatives is developed, through an introduction of Kaizen approach) is summarized in the following tables (Table 4.8 and Table 4.9).

Reflecting the results of Capacity Self-Assessment, DPD staff assesses that the capacity of DPD has been developed through three years of the Project implementation. Especially, Kaizen Activities, which promoted business improvement through a bottom-up approach from the staff level, brought tangible results. In addition, through management of the Project, DPD firmly developed communication and coordination with other counterparts’ organization and DPD is now sensitive to the needs of other counterpart organization, thus DPD understands the importance of continuous allocation of budget to activities that bring good performance through monitor and evaluate pilot activities of other clusters. Consequently, it can be evaluated that the public service to the residents from the counterpart organization has been improved to bring better impact to the residents of Kassala.

Table 4.8: Progress to Achieve the Indicators for Cluster Purpose in the Planning Cluster (as of April 2014)

| Indicators (Baseline value in 2011 and target value in 2014) | Progress toward achieving target | Means of verification | | | | | | | | | | | | | | | | | | | | | |
|---|---|-----------------------|------|------|--------------|------|------|--------------------------|------|------|---------------------|------|------|----------------------|------|------|--------------------|------|------|---------|------|------|--|
| <p>Indicators of Cluster Purpose in the Planning Cluster</p> <p>1. DPD's self-assessment of its organizational capacity using Spider Diagram (3.38/5→ 4.08/5)</p> | <p>In order to compare the result with the first Self Capacity Assessment for DPD staff in February 2011, the project distributed and Self Capacity Assessment Questionnaire to DPD staff in December 2013 which is summarized in the following table.</p> <table border="1"> <thead> <tr> <th>Domain of Capacity</th> <th>2010</th> <th>2013</th> </tr> </thead> <tbody> <tr> <td>Organization</td> <td>3.79</td> <td>4.37</td> </tr> <tr> <td>Project Management Skill</td> <td>3.19</td> <td>3.99</td> </tr> <tr> <td>Personal Management</td> <td>3.09</td> <td>3.97</td> </tr> <tr> <td>Financial Management</td> <td>3.43</td> <td>3.99</td> </tr> <tr> <td>External Relations</td> <td>3.43</td> <td>4.05</td> </tr> <tr> <td>Average</td> <td>3.38</td> <td>4.08</td> </tr> </tbody> </table> <p>(full marks = 5)</p> | Domain of Capacity | 2010 | 2013 | Organization | 3.79 | 4.37 | Project Management Skill | 3.19 | 3.99 | Personal Management | 3.09 | 3.97 | Financial Management | 3.43 | 3.99 | External Relations | 3.43 | 4.05 | Average | 3.38 | 4.08 | <p>1. Self Capacity Assessment Questionnaire for DPD staff</p> |
| Domain of Capacity | 2010 | 2013 | | | | | | | | | | | | | | | | | | | | | |
| Organization | 3.79 | 4.37 | | | | | | | | | | | | | | | | | | | | | |
| Project Management Skill | 3.19 | 3.99 | | | | | | | | | | | | | | | | | | | | | |
| Personal Management | 3.09 | 3.97 | | | | | | | | | | | | | | | | | | | | | |
| Financial Management | 3.43 | 3.99 | | | | | | | | | | | | | | | | | | | | | |
| External Relations | 3.43 | 4.05 | | | | | | | | | | | | | | | | | | | | | |
| Average | 3.38 | 4.08 | | | | | | | | | | | | | | | | | | | | | |

Table 4.9: Progress to Achieve the Indicators for Outputs in the Planning Cluster (as of April 2014)

| Indicators (Baseline value in 2011 and target value in 2014) | Progress toward achieving target | Means of verification |
|---|--|---|
| <p>Indicators of Outputs in the Planning Cluster:</p> <p>1.1 Annual amount of Local Component budget for 4 clusters secured by DPD (SDG 0 (2010) →SDG 400,000 (2013))</p> <p>1.2 Cases of collaboration among 5 clusters (0→10, by May 2014)</p> | <p>1.1 DPD allocated local component budget of SDG 1,931,732 (annual average: SDG 643,910) for 4 K-TOP clusters in three years from 2011 to 2013. This has been achieved.</p> <p>1.2 17 cases of collaboration among 5 clusters have been reported by June 2013. This has been achieved.</p> | <p>1.1 Budget Unit, DPD</p> <p>1.2 Progress Reports</p> |

| | | |
|---|--|---------------------------|
| 1.3 Cases of trouble-shooting through monitoring (0→3, by May 2014) | 1.3 Three cases have been reported: DPD has solved the problem of delay in disbursement of Local Component through monitoring. Meanwhile, DPD staff realized the importance of hearing voices directly from beneficiaries and has been largely changing their views of M&E through the surveys jointly conducted with water and agriculture cluster. DPD also streamlined application / approval of development budget for pilot activities which are found to have provided positive effects to residents. This has been achieved. | 1.3 Progress Reports |
| 1.4 Number of implemented impact Surveys (Evaluation) (0→4, by May 2014) | 1.4 Currently the case is four; evaluation of rural water supply facility in Wad El Helew and Girba, and Agricultural Cluster in Mechanized Rain-fed Zone and Horticultural Zone. This has been achieved. | 1.4 Progress Reports |
| 1.5 Making recommendation on institutionalization of Monitoring and Evaluation system | 1.5 The counterpart developed an M&E Guidance based on the experience of pilot evaluations. This has been achieved. | 1.5 Recommendation |
| 2.1 No. of DPD staff who can train on Kaizen (0→6, by May 2014) | 2.1 Total of 24 Kaizen Mentors were developed in Kaizen Mentor Training held in Nov-Dec 2013. Out of the 24, 6 are particularly commendable enough to train as Kaizen lecturers. This has been achieved. | 2.1 DPD, Progress Reports |
| 2.2 Development of training material on Kaizen (0→1, by May 2014) | 2.2 The 1 st version of Kaizen training material was developed in Nov 2013. The training material is used in Kaizen trainings. Although this material will be updated by March 2014 based on responses gained in trainings and actual Kaizen activities. This has been achieved. | 2.2 Training Material |
| 2.3 Cases of impacts of Kaizen activities on DPD (0→5, by May 2014) | 2.3 DPD has implemented Kaizen activities of 1) painting of office building, 2) improvement of courtyard, 3) Cleaning and Garbage collection, 4) improvement of parking area, 5) improvement of filing system, 6) changing office layout. The activities and those in other clusters are introduced in the Kaizen training material. This has been achieved. | 2.3 Progress Reports |
| 2.4 Number of seminar, workshop, and competition on Kaizen (0→8) | 2.4 Total of 11 Kaizen trainings have been conducted by June 2013, namely: 1) Kaizen Training in Japan (for key DPD staff), 2) Kaizen Workshop to Report Kaizen Training in Japan (for DPD staff), 3) Kaizen Training in Arabic by an Egyptian trainer (for all clusters), 4) Third country training in India (for key DPD staff), 5) Kaizen Follow-up Workshop for all clusters, 6) Intermediate Kaizen Training by Indian trainer (for all cluster), 7) Third country training in Bangladesh (for all clusters), 8) Kaizen seminar for decision makers in Kassala government, 9) Third country training in Bangladesh, 10) Kaizen Mentor Training and 11) Kaizen WIT training. This has been achieved. | 2.4 Progress Reports |

4.6 Coordination with other donors

The Project has coordinated activities with other donors, which are presented in the following table. Planning Cluster plans to implement the future activities along the following directions.

| Donor | Project/ Program | Coordinated Activities |
|-------------|---|---|
| UNDP | Local Governance Development Public Expenditure and Management in Eastern Sudan | Regular Meetings and information sharing UNDP supported localities offices to prepare strategic plan of localities by sending consultants, provided IT equipment with PC training, and established Locality Development Fund that finance priority projects in Localities to strengthen eleven locality offices in Kassala State. The Project supported self-initiated business improvement of locality officers by Kaizen activities, and the officers implemented activities by applying or utilizing learnings and equipment provided by UNDP |
| UNHCR, UNDP | Transitional Solutions Initiative (TSI) | Regular Meetings K-TOP, specifically Vocational Training Cluster and Agriculture Cluster provided training to instructors of vocational training centers in Refugee Camps and provided training on agricultural machinery. |
| EU | Eastern Recovery and Development Program (ERDP) | Regular Meetings ERDP had its project office in DPD premises and had supported planning, water supply and food security (agriculture and animal resources) in three states in Eastern Sudan. As ERDP's main area is North Eastern Kassala states of Hamashkoreeb and Telkuk Localities, K-TOP that has been supporting South Western Area of Wad El Helew and Girba locality and ERDP have geographically complementary, and the Project and ERDP have exchange information on experiences. |

5. Result of Training outside Sudan, Equipment Procurement and Facilities Rehabilitation/Construction in the Planning Cluster

5.1 Training in Japan

Planning Cluster conducted training in Japan as follows.

| | |
|---------------------|---|
| Theme | Introductory Training on Kaizen |
| Site | Japan (a private company and local governments who use Kaizen approach) |
| Period | September 9 -24, 2011 (16 days) |
| Participants | 6 in total (1 from SMoF and 5 from DPD) |
| Contents | <p>(1) Lectures on Kaizen theory and basics</p> <ol style="list-style-type: none"> 1) Local Government System in Japan (by Mr. Kiyofumi Tanaka, International Development Center of Japan) 2) Work Improvement Movement in Japanese Local Governments (by Mr. Takashi Yuzuriha, NRC) 3) Public Service Improvement starting from Organizational Culture Reform (by Ms. Yukiko Motoyoshi, Scholar Consult) 4) Kaizen in the History of the Private Sector Development in Japan and Japan's International Cooperation on Kaizen (by Mr. Takafumi Ueda, JICA) 5) From Kaizen Movement to Management Reform (by Mr. Koichi Shimazaki, Mitsubishi UFJ Research & Consulting) <p>(2) Gemba visits to the private company and local governments who use Kaizen approach</p> <ol style="list-style-type: none"> 1) Nagoya City Government (Human Resources Section, General Affairs Department) 2) Toyota Corporation (TQM (Total Quality Management) Promotion Department) 3) Mie Prefecture Government (Management Quality Improvement Group, Human Resource Policy Section, General Affairs Department) 4) Amagasaki City Government (Administrative and Financial Reform Section, Planning and Financial Department) 5) Tottori Prefecture Government (Work Efficiency Improvement Unit, Administrative and Financial Reform Section, General Affairs Department) |

5.2 Training in the Third Country

Planning Cluster conducted following three Third Country Trainings.

| | |
|---------------------|--|
| Theme | Introductory Training on Kaizen |
| Site | India (Kaizen Institute in Pune) |
| Period | July 14-28, 2012 (15 days) |
| Participants | 6 in total (1 from SMoF and 5 from DPD) |
| Contents | <p>(1) Kaizen Foundations</p> <ol style="list-style-type: none"> 1) Theory of Kaizen 2) The role of paradigm shift in promoting Kaizen 3) Understanding Muda (waste) 4) 5S campaign and 5S audit 5) Problem solving 6) Importance of PDCA (Plan-Do-See-Act) cycle and SDCA (Standardize-Do-See-Act) cycle 7) Roles of decision-makers, middle managers and officers to promote Kaizen in the organization <p>(2) Total Service Management (TSM)</p> |

| | |
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| | <ol style="list-style-type: none"> 1) 6 levels of Kaizen in the service sector 2) 4P model (Physical Workplace Improvement, Process Improvement, People Involvement, Policy Review) of Kaizen for the government 3) Process Mapping |
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| | |
|---------------------|---|
| Theme | Kaizen introductory training for civil service in Bangladesh |
| Site | Bangladesh (Bangladesh Public Administration Training Centre (BPATC) and Bangladesh and Bangladesh Rural Development Academy (BRAC) |
| Period | May 25 - June 6, 2013 (13 days) |
| Participants | 10 in total (1 from SMoF, 5 from DPD and 4 from other K-TOP clusters including SMoA, SMoH, SWC and KVTC (1 from each)) |
| Contents | <ol style="list-style-type: none"> (1) Kaizen approach by BPATC <ol style="list-style-type: none"> 1) Key note presentation of IPS-TQM Project 2) Kaizen Database introduction / Example of Kaizen themes 3) TQM tools (Fishbone Diagram and Matrix Diagram) 4) Formulation of Kaizen Action Plan 5) Field visit to Kaizen activity sites (2) Promotion of Kaizen in Comilla District <ol style="list-style-type: none"> 1) Lectures by BRAC (activities, local governance system and Comilla approach) 2) Field visit to a Kaizen activity site at village government in Comilla District 3) Field visit to a Kaizen refresher training (Kaizen activity presentation) in Comilla District |

| | |
|---------------------|---|
| Theme | Training on method of Kaizen dissemination to local governments |
| Site | Bangladesh (BPATC) |
| Period | November 14-23, 2013 |
| Participants | 10 in total (1 from SMoF, 2 from DPD, 2 from SMoA, 2 from SWC, 2 from SMoH and 1 from KVTC) |
| Contents | <ol style="list-style-type: none"> (1) Presentation of Kaizen activities in Kassala at the International Kaizen Convention held in Dhaka (2) Kaizen activities and its dissemination method at BPATC <ol style="list-style-type: none"> 1) TQM in public sector 2) Kaizen cases and action research in Rural Development Academy (RDA) 3) Lessons learned from International Kaizen Convention 4) Field visit to Narshingdi District to observe Small Improvement Project (SIP) 5) Kaizen cases and discussion 6) M&E on Kaizen (Introduction of Key Performance Indicator) 7) Basic concept of Kaizen and organizational setup for promoting Kaizen 8) Format of Kaizen action plan 9) Formulation of Kaizen action plan |

5.3 Equipment Procurement in the Planning Cluster

Equipment procured by April 2015 in the Planning Cluster is presented in Appendix 5.

5.4 Facility Rehabilitation/ Construction

During the three years of project duration, the following facilities have been constructed.

| | |
|------------------------|---|
| Facility name | Renovation of DPD Project Office |
| Objective | By renovation of project office, it is intended to improve administrative service through more efficient office work. |
| Outline | This renovated two offices. It improved office space, by reforming floor tiles, wall paint, and electric wiring. A passage was reformed to a hall which enlarged the meeting space. Consequently, the all K-TOP staff of 25-30 can join a meeting at the hall. |
| Completion Date | October 25, 2011 |

| | |
|------------------------|--|
| Facility name | Car Parking Shed in DPD |
| Objective | By improvement of parking, vehicles and motorcycles are protected by direct sunbeam and dust and it is also expected to use the DPD site more efficiently. |
| Outline | Total 14 lots of parking with sheds and about 10 lots of motorcycle parking with sheds have been constructed. |
| Completion Date | November 29, 2012 |

6. Recommendations to Achieve Cluster Purpose and Overall Goal in the Planning Cluster

Cluster Purpose in the Planning Cluster:

Directorate of Planning and Development (DPD) in Kassala State Ministry of Finance can manage development projects in various sectors better, so that they can produce visible, positive impacts on the local population.

The Terminal Evaluation conducted from December 2013 to January 2014, pointed out that although the capacity of DPD to manage projects has been developed, but 1) limited number of vehicles limits the M&E activities and 2) staff who experienced M&E has been increased, but they do not have enough experience. Therefore, in order to make developed capacity to contribute to the improvement of the quality of development project, the Project will recommend following actions:

(1) Monitoring and Evaluation Activities

DPD raised the issue of difficulties in using official vehicles necessary for monitoring activities. Although DPD has several project vehicles which are provided by donors, priority are given to senior staff, and allocation to M&E activities are limited. Thus, it is necessary for DPD to revise a rule on the use of official vehicles to establish a system for use of vehicles for monitoring activities.

Monitoring and Evaluation (M&E) Unit of DPD has conducted an evaluation of a government project using the Guidance on Monitoring and Evaluation developed by the Project in March 2014. Since this is the first case for the Unit to conduct evaluation by their initiative, it is recommended to continue evaluation of government projects, so that they can accumulate enough experiences to revise M&E Guidance based on their experiences in future.

Currently, the result of monitoring and evaluation is not reflected in the next year budget. The result of the evaluation should be reported to Director General of DPD and high officers in Ministry of Finance so that they can reflect the result of the evaluation to formulation and execution of the budget.

DPD is responsible for formulation and management of the development budget. However, other ministries have units in charge of planning and monitoring, and the locality offices also have Financial Unit, which is in charge of planning and evaluation in localities. Therefore, it is necessary for M&E Unit of DPD to strengthen collaboration with related stakeholders with clear division of role. DPD needs to clarify the role of these Units in the ministries and localities and DPD as technical centre needs to support technically these unit which has weak in function.

As long-term challenge, DPD and Ministries are needs to establish an environment that support monitoring and evaluation such as institution and legal system.

(2) Kaizen Activities

In addition to dissemination of Kaizen in Kassala and other states in Sudan DPD and State Government of Kassala needs to continue more Kaizen activities; accumulation of practice of Kaizen and record of these activities will enhance Kaizen capacity to practice and disseminate Kaizen. Further, it is important to visualize the effect of Kaizen by, for example, calculate the effect and saved cost, to demonstrate Kaizen activities without or less money produce economical benefit.

To disseminate Kaizen approach to all public servants in the state government, cooperation of DPD with Training Department of SMoF, which is responsible for training of all public servants is effective.

More and more public servants are interested in Kaizen approach not only in Kassala but even in the Federal Government. To disseminate Kaizen to the Federal Government, establishing collaboration with Management Development Centre of Federal Ministry of Human Resources is important. Kaizen in Kassala is getting famous in Sudan, as training is requested from the Federal Government, Gezira State and River Nile State as well as inside Kassala. It is preferable that Kassala Government to respond those requests as far as they can, however, it is important to accumulate Kaizen cases in the offices in Kassala State Government.

Overall Goal (Common for All Clusters):

Basic Human Needs of the people in Kassala State are ensured by enabling them to access quality public services by the State.

In order to achieve the above Overall Goal in the near future after K-TOP achieves its Project Purposes by the end of the Project, it is necessary for government officers who developed their capacity by participating K-TOP activities to stay in the government and try to improve public service till they could provide tangible impact to the service to residents in Kassala. Planning Cluster promoted Kaizen approach so that public servants could form small group (WIT) to engage in small improvement which they can start with, however, to continue Kaizen, it is important for the top management to support and monitor the progress. Also, as an incentive, it is recommended to award a group of good practice among Kaizen groups so that they could be motivated.

K-TOP has produced Monitoring and Evaluation Guidance and Kaizen Training Manual as deliverables, it is important for the government to use and revise, if necessary, such deliverables in their regular working environment, with strong leadership and championship from top management. Furthermore, to support it, it is useful to establish an incentive system to award good practitioners.

7. Achievements, Issues and Lessons Learned on the Multi-Cluster Project

7.1 Issues and Lesson learned as a multi-cluster Project

Five-cluster K-TOP is a big multi-sector project with five project offices, 35 Japanese experts, more than 30 national staff, and ten project vehicles. Administration of K-TOP and coordination among five clusters take a lot of time and efforts, but K-TOP has produced many synergy effects among five clusters as shown in Table 7.1 below.

Table 7.1 : Cases of Synergy Effects among Five Clusters of K-TOP

| No. | From Which Cluster) | To Which Cluster(s) | Contents of Cooperation | Progress |
|-----|---------------------|---|--|---|
| 1 | Planning | Water, Agriculture, Health, Vocational Training | Securing Local Component budget | Total Local Component budget in each cluster disbursed from 2011 to 2013: 1) Water Cluster SDG 1,074,369- 2) Agriculture & Livelihood Cluster SDG 313,682- 3) Health Cluster SDG 229,968- 4) Vocational Training Cluster SDG 313,709- <hr/> Total SDG 1,931,728- |
| 2 | Planning | Water, Agriculture, Health, Vocational Training | Training and dissemination of Kaizen | 1) Planning Cluster organized Kaizen training by an Egyptian lecturer for all clusters. (June 4-17, 2012) 2) In Kaizen Follow-up Workshop on November 29, 2012, participants from all clusters reported the progress on Kaizen activities in their workplace. 3) In Intermediate Kaizen Training by Indian coach, 3 representatives from each of 4 non-Planning clusters participated. (May 6-16, 2013) 4) In Kaizen Training in Bangladesh, one representative from each of 4 non-Planning clusters participated. (May 25 – June 6, 2013) |
| 3 | Planning | Agriculture | Follow-up to DPD staff who participated in JICA Training on Supporting Regional Development by Utilizing Local Resources | DPD staff, who participated in JICA Chubu's Training on Supporting Regional Development by Utilizing Local Resources in Africa (May 6 to June 8, 2013), made an action plan to improve productivity and marketing of horticulture farmers in Kassala city, so K-TOP coordinated the meeting between him and K-TOP Agriculture Cluster and recommended him to work with extension workers of State Ministry of Agriculture. (June 17, 2013) |
| 4 | Water | Vocational Training | Equipment Management Manual and Training | National staff in Water Cluster developed Equipment Management Manual and organized Equipment Management Training for SWC and other clusters (September 3-13, 2012) |
| 5 | Water | Agriculture | GPS Training | Agriculture Cluster participated in GPS Training organized in Water Cluster (October 2011) |

| | | | | |
|----|---------------------|--|---|---|
| 6 | Water | Agriculture, Health, Vocational Training | Manual for PC Training | PC training manual developed in Water Cluster has been utilized in other 3 clusters, when they are organizing PC training for the counterparts. |
| 7 | Water | Agriculture, Planning | Financial Training | Mr. Yasuyuki Kuroda of Water Cluster provided the following Financial Training for other clusters: 1) Agriculture and Livelihood Cluster: 12 extension officers participated in Financial Training (May 21-22, 2012) 2) Planning Cluster: 10 DPD staff participated in Public Investment Analysis Training (August 14-15, 2012) 3) Agriculture and Livelihood Cluster: Women group members in restaurant business and biscuit making in Kassala city participated in Financial Training. (March 7-28, 2013, at TTEA) 4) Agriculture and Livelihood Cluster: Women group members in restaurant business and biscuit making in Kassala city participated in the follow-up meeting to the above Financial Training, and onion farmers participated in Financial Training. (June 17, 2013, at TTEA) |
| 8 | Agriculture | Vocational Training | Cooperation for KVTC to start Agricultural Machinery Course | KVTC has changed its 3-year Diesel Course to 3-year Agricultural Machinery course from September 2013 to meet the market demands. Since KVTC has no agricultural machines and the experimental fields, Agriculture Cluster arranged TTEA to help KVTC to conduct their practical sessions using TTEA's agricultural machines and fields. |
| 9 | Agriculture | Vocational Training | Study tour to Agriculture Machinery Company | KVTC counterparts participated in the study tour to CTC, agriculture machinery company in Gedaref, organized by Agriculture Cluster (June 24, 2013) |
| 10 | Agriculture | Planning | Participation in Monitoring in Agriculture Cluster | DPD staff participated in State Ministry of Agriculture's monitoring of the pilot activities in Agriculture Cluster (Mechanized Rain-fed Zone on June 13, 2013, and Horticulture Zone on 19 June 2013) |
| 11 | Vocational Training | Health | Use of PC Room in KVTC | Health Cluster requested KVTC to organize PC training for HIS officers in Kassala state. (November to December 2011) |
| 12 | Vocational Training | Agriculture | Participation in Women's Courses in KVTC | Eight rural development extension officers in Agriculture Cluster participated in women's courses in KVTC: 1) sewing course (February - March 2012), 2) textile painting course (June - July 2012), 3) sewing course (October 2012), 4) embroidery (March 2013) |
| 13 | Vocational Training | Health | Coaching Training for lecturers in VMW In-service Training | Mr. Kume of Vocational Training Cluster organized Coaching Training for lecturers (Health Visitors) in VMW (Village Midwives) In-service Training (July 1-12, 2012) |
| 14 | Vocational Training | Agriculture | Short-term training on | Based on the request from Agriculture Cluster, KVTC counterparts organized 2-day |

| | | | | |
|----|---------------------|--------------------------------------|--|---|
| | | | tractor maintenance | training on tractor maintenance and trouble shooting for TTEA staff. (June 26- 27, 2013, at TTEA) |
| 15 | Vocational Training | Water | Training on crane truck operation and maintenance | SWC has two crane trucks provided by JICA, but SWC has shortage of drivers for these trucks. So KVTC counterparts and Mr. Kimura of Vocational Training Cluster organized one-day training on crane truck operation and maintenance to develop the drivers for crane trucks. (March 16, 2013) |
| 16 | Vocational Training | Water | Short-term training on electronic control of water pumps | Based on the request from Water Cluster, KVTC counterparts organized 3-day training on electronic control of water pumps for SWC staff. (June 2013, at SWC) |
| 17 | Vocational Training | Planning, Water, Agriculture, Health | Use of CUDBAS to assess capacity of the counterparts | Japanese Experts have learned use of CUDBAS from Mr. Kume expert in the Vocational Training Cluster. The experts used CUDBAS to assess the capacity of counterparts. |

(1) Effectiveness to set up coordination and management function of multi-cluster project to SMoF

The Planning Cluster Project set up a coordination and management function of the Project in DPD, SMoF as the chief counterpart of the Project, so project management and coordination among counterparts in the state government was efficient. Specifically, securing local component budget which is essential for clusters for their smooth operation of the Project activities has been successful as DPD managed to disburse the budget for four clusters. However, it was sometimes difficult to respond to every budget request from other clusters especially when the government faces tight financial condition. C/Ps continuous efforts on better planning in budget formulation and request for the cluster counterparts, and more flexible management of budget and payment for DPD, Ministry of Finance are important. Also, some of the Project activities such as monitoring and evaluation of activities of each cluster and regular meeting for coordination have been contributing to capacity development of coordination function of DPD and state government.

However, coordination of many counterparts and experts has been a burden for project management for which Planning Cluster was responsible. Planning Cluster and counterparts needed to plan and implement cluster activities between urgent duties and handling of administrative and managerial tasks. The cluster often faces a situation that they could not implement activities timely or fix schedule of activities. From this experience, for similar multi-cluster project to be implemented near future, it is efficient and effective to set up coordination and management function to recipient government's coordination and administrative Ministry, but it may need to consider a burden of administration and allocate enough time for C/P and expert and supporting national staff for their extra duties.

(2) Economy of scale caused by multi-cluster implementation

To use the merits of the multi-cluster K-TOP, there have been frequent exchanges of information and technical know-hows among all clusters. As a result, one expert's know-how in one cluster is not confined in that cluster, but also utilized in other clusters. When there are some problems or constraints in one cluster, it is very common that experts in other clusters advice for possible solutions and sometimes can offer help.

There is also competition among five clusters. From the second project year, all clusters learned

Kaizen and started to introduce Kaizen in their workplace. So all clusters are collaborating in disseminating Kaizen spirit in Kassala, and also competing to become the best performer of Kaizen in Kassala. As a multi-sector project, K-TOP inputs a big number of Japanese experts and allocates a big amount of the project budget in Kassala state, so K-TOP is quite famous in Kassala state and well known by many residents of Kassala state. This is proved by the fact that the Project received the visit from H.E Japanese Ambassador to Sudan for five times and H.E. Vice President of Sudan for two times.

Furthermore, since Planning Cluster took responsibility for Project Management and coordination among clusters, other clusters could focus on substance of respective cluster activities and reduce cost of logistics.

Summing up the above, the multi-sector project such as K-TOP implemented in relatively small organization such as state government, could create multiple synergy effects in activities and public relations. This multi-cluster project brought deep and wide cooperation that a single cluster project cannot produce to Kassala; the Project could enjoy economy of scale to gain efficiency in operation and effectiveness in the result.

7.2 Implications and lessons learned from the Project as a peace-building and reconstruction project: building trust between local residents and the Government

The Project has an overall goal of 'Basic Human Needs of the people in Kassala State are ensured by enabling them to access quality public service by the State'. To reach this goal, the Project has been implementing activities to raise resident's satisfaction and recognition towards the Government and its services by improving capacity of the government to provide public services. Since dissatisfaction over underdevelopment and lack of improvement in livelihood caused distrust between local residents and the government, sparking conflicts, the Project recognized the importance of improving residents' perception of the Government. Therefore building trust between residents and government through showing development and improving public service is an important element of the Project implementation.

The Project has been contributing directly and indirectly to the development of trust between the local residents and the State Government through support to improving public facilities which are visible to the local residents, improving the capacity of the government in development planning, improving public services of water supply, agriculture, reproductive health, and vocational training. The pilot activities including building facilities as the 'fruit of the peace' and improvement of public services of five clusters such as water, agriculture and health through practical training of government service providers have achieved results. Also, assistance of multi-cluster intervention by K-TOP and Water Treatment Plants built by Japanese Grant Aid are very visible to the people in Kassala. The residents start to notice that the State Government with support from Japan tries to improve development and public services in addition to the increased expectation of the benefits from these interventions.

On the other hand, the Project is operated as Technical Cooperation Project to develop counterpart's capacity to provide services; the immediate benefit from the Project to the local residents is confined to relatively narrow pilot areas. The Technical Cooperation is designed to improve medium or long term and sustainable capacity of State Government to provide services, so wide-spread benefits from the intervention will appear in the medium or long term.

Considering these characteristics of the Project, the Project recommend; 1) Support for strengthen government- resident relations, 2) dissemination of experience to the Federal Government and other State Governments, and 3) reconsidering project period, to be considered to implement future projects.

(1) Support for strengthening government- resident relationship

(i) Support for a formulation and implementation of communication strategy of the State Government

Residents' perception of concentration of benefits to the limited areas might raise a question from other areas as the benefits of development, or public service have been targeting one tribal or local group. In the worst case, some of the local residents might feel as if they are excluded from accessing development resources. Therefore, under a situation of social grievance, it is more important to stress long-term benefit of the Project.

In this Project, the residents appreciate the change of health service and vocational school, and customer services of water and agriculture, and it is confirmed that change caused by the Project activities are contributing to the trust between government and the residents. However outside pilot areas of the Project, it has been observed that some residents are not satisfied with the Project activities as they are not receiving a benefit from Project. Some pointed out that the Project benefit is concentrated in certain areas.

The Project was effective in public relations by various dissemination activities (e.g. field day and Village Midwife Festival), issuing timely newsletters, pamphlets, making video programs and providing information through a web page. However, the main purpose of public relations is to introduce activities and facilitate understanding of the Project among the residents, but not gain residents' trusts towards the government.

The Project aims to develop practical capacity of the government in providing better public services, and, the Project has a vision that the government expands the benefits of the Project to the wider areas. The government may need further support to formulate a communication strategy which visualizes long-term vision to expand the benefits of the Project, and technical cooperation can facilitate government to develop such communication strategy towards the local residents, in order to contribute to trust-building between the government and the residents.

For similar Projects to foster trust between government and residents, it is suggested that further to strengthen public relation activities, a support to communication strategy to effectively communicate government's long term vision of expanding services to the residents. The strategy should be effective from the point of 'expectation management' of the residents.

(ii) Support for local residents' participation in the process of development planning

During the implementation of the Project, one commentator raised concern with the process of development planning of the states and localities as state governments often implement the projects that do not meet the resident's needs. Although the Project has recognized that the appropriate development planning responsive to resident's needs is important, it did not provide direct support to development planning process itself to avoid duplication of UNDP's assistance to the State Strategic Plan and Localities Strategic Plans. Instead, the Project supported planning process in counterpart organizations such as KVTC Strategic Plan and Agriculture Extension Plan.

Participatory approach in such planning process can contribute to peace-building and stabilization process, as it will improve the government's understanding of what the local residents expect to the government, and by addressing what residents are expecting, the Government can build better trust between the government and the residents.

To further promote recovery and peace-building process, support to encourage a participatory approach to planning and budgeting process in states or localities are highly demanded. It is important for the local residents to recognize that their voices have been heard by the state government through participatory planning process.

In Kassala, State Strategic Plan in the medium term was formulated by Kassala State Strategic Planning Council, and the annual development budget is planned by DPD and Ministry of Finance, the linkage between the medium-term planning and annual budget formulation is not always strong. Also, Kassala State Government faces serious resource constraint in development budget; the competition among stakeholders to access development resource is intense. So, the actual allocation of resources is sometimes decided by State Governor and other politicians in a top-down manner without referring to Strategic Plans. The budgetary decisions are sometimes politically motivated to balance localities, tribal groups as well as considering political directions from the Federal Government.

In the current situation of low predictability in transfer from the Federal Government, it is difficult for the State Government to use development plans made through a bottom-up process of actual allocation of development budget. Also, as a participatory planning process will raise the expectation of local residents towards the government, if the government cannot respond to these expectations, then it may cause frustration among the local residents. Under this situation, it may be meaningful to support partial application of participatory bottom-up planning in annual planning and budgeting process, since it is practically difficult to apply it in long-term strategic planning as the predictability of transfer from the Federal Government to the State Government, and State Government to the Localities is low, and actual allocation of budgetary resources are politically motivated.

(2) Dissemination of experience to the Federal Government and other State Governments: need for change in mindset in the Federal Government reform the way of thinking in the Federal Government

The Kassala State Government is proud of the achievement of the Project, and the officers have willingness to disseminate and share their experiences with the Federal Government and other State Governments. The most tangible outcome of the Project is a complete change in mindset of the public servants in the State Government. The public servants in Kassala once had passive attitude of following what their supervisors in respective organization said in top-down culture, but through K-TOP activities, they have firmly attained positive attitudes of being active and committed to their job for their “customer’s satisfaction”. For example, Health Visitors, as training facilitators of in-service training for Community Mid-Wives, are now proud of training materials that they have developed through participatory workshops, and they have willingness to improve and update the materials continuously through conducting in-service training.

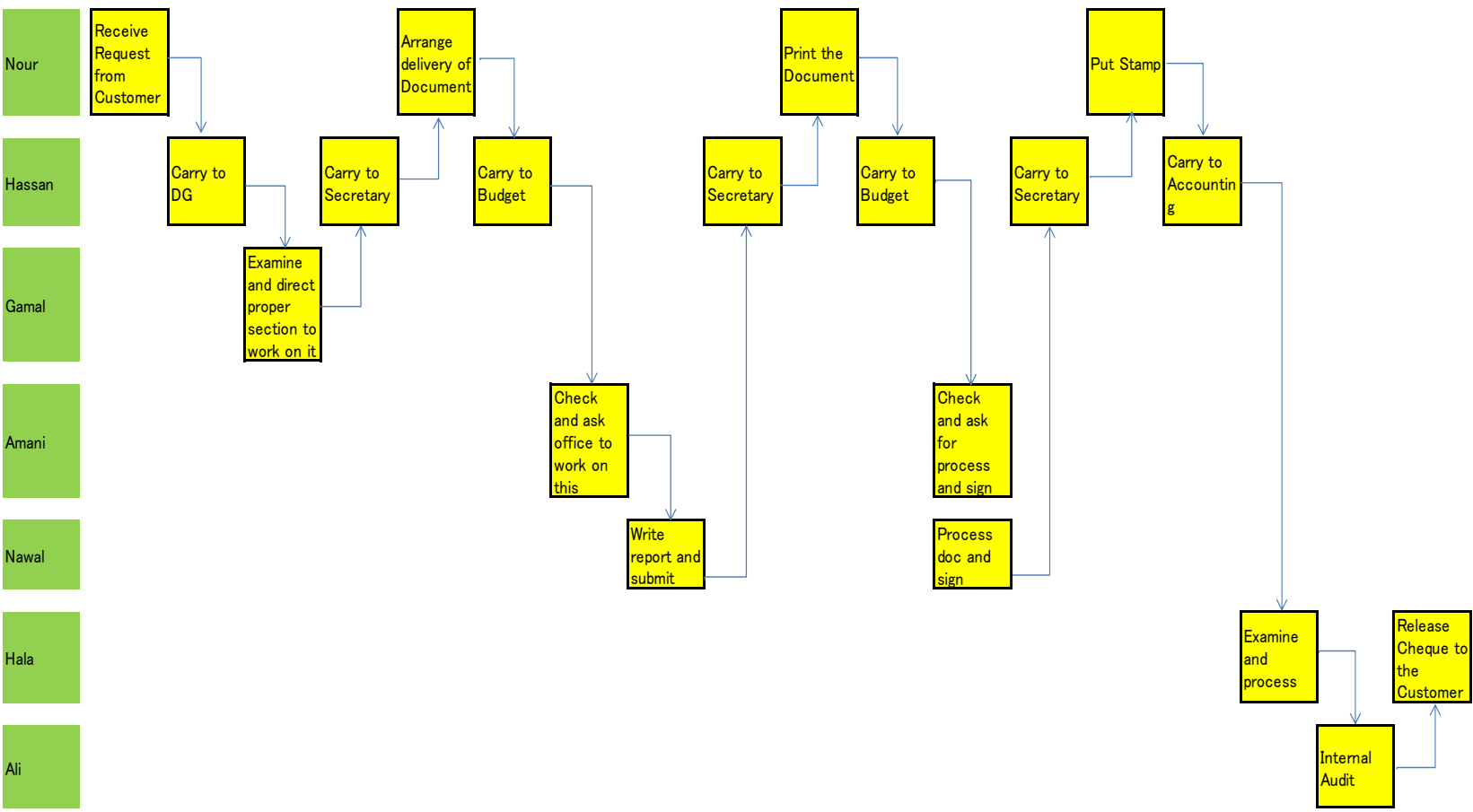
In order to disseminate these changes in the mindset of public servants to the other States, it is good to use Kassala State Government officers to share their change in mindset to other states; however, it is not enough. Changing mindset of the Federal Government in the attitude towards development of marginal states is the most serious challenge, as one of the fundamental problems of the Eastern Conflict is a negligence of the eastern Sudan by the Federal Government. Now there are some Federal Government officers who appreciate success in Kassala and support its dissemination to other States, however, they are regrettably exceptional. The vast majority of Federal Government officers are infected by the top-down thinking of ‘the states should follow the Federal Government’s direction’ and they are not willing to know and learn from the states. Unless the Federal Government officers have a strong willingness to learn from the success in the states, they cannot have motivation to disseminate successful case in Kassala to other states. Therefore to disseminate success of Kassala to other states, it is a priority to tackle change of awareness of the Federal Government.

(3) Reconsidering project period for better operation and maintenance, and sustainability

The Project has been originally designed to complete in three years. This rather short project period is because the primary focus of peace-building and recovery project is to respond to the urgent needs of the local residents through pilot activities in a relatively short time. However at the same time, it is important to stress the aspect of maintenance and operation of facilities constructed in pilot activities, and sustainability of activities, as the State Government needs to continue providing

improved public services. Operation and maintenance and sustainability are emphasized in the Project as important as the other Technical Cooperation projects. Usually, it may take one to three years to conduct capacity development in the area of planning and management of facility construction and conduct actual construction through on-the-job training. However, the Project, in its three-year project period, needed to conduct capacity building for operation and maintenance after construction of the facilities, and also to enhance government capacity to continue provision of improved public services at the same time. In Kassala in a stage of transition from recovery to development, it might be challenging for the counterparts to work on capacity development of sustainability within this short period. So in reality, the project period of three years can be too short, but needs at least five years.

As a result of the terminal evaluation, the one-year extension of activities for Water Cluster, Agriculture and Livelihood Cluster, and Health Cluster was granted, and the Project period was extended to four years in total. However for better sustainability and dissemination of the successful results of the Project activities, it is recommended for this type of the project to have five years of project period, so that the project, especially counterparts, could spend enough time to have outputs in visible and tangible pilot activities in the first three years, and establish and disseminate successful results in the latter two years.



Mr. Gamal needs to Check (1) Cash Status, and (2) M&E status of payment in question

Figure 4.2 (enlarged) Current State Process Map of Budget Unit

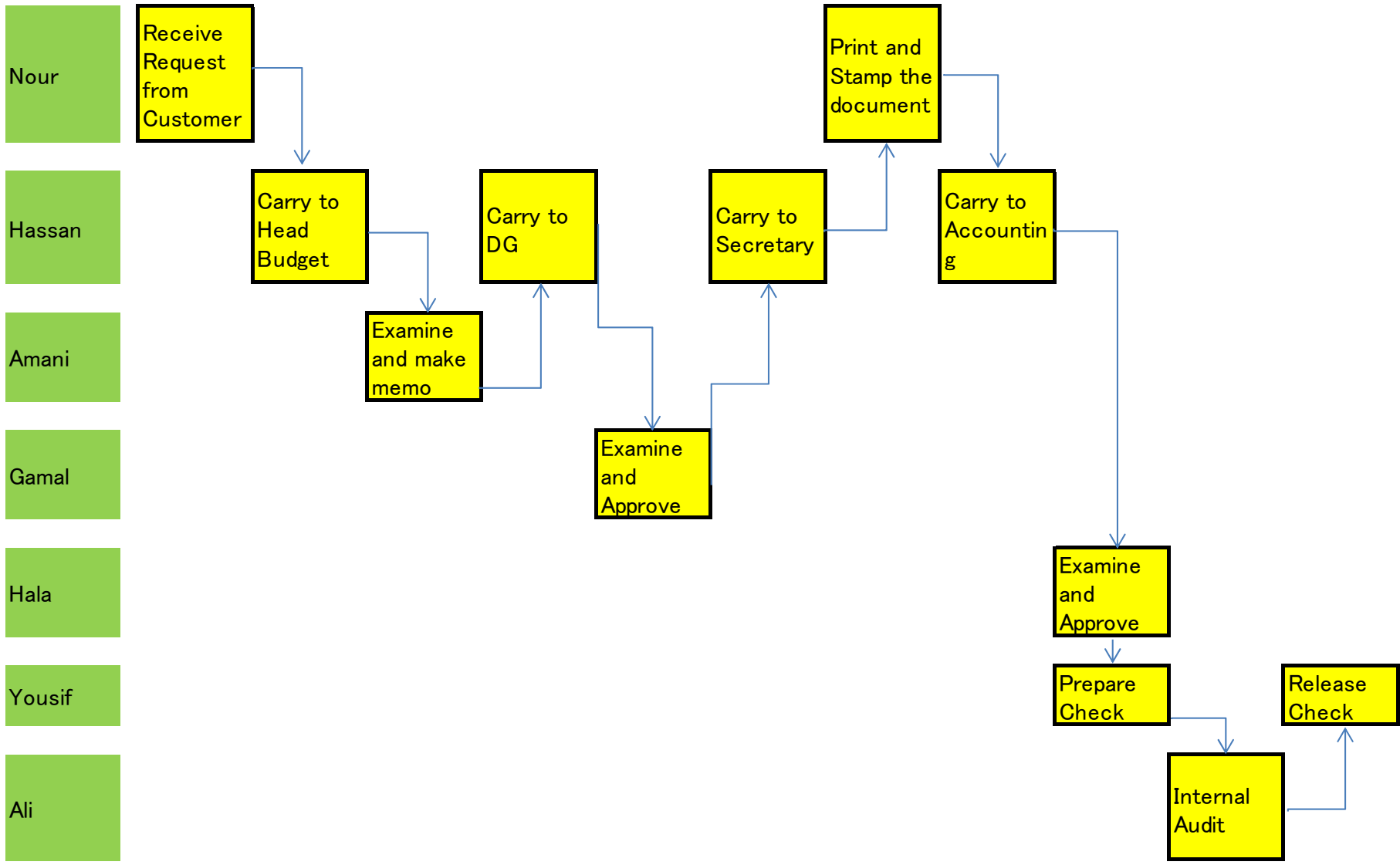


Figure 4.3 (enlarged) Future State Process Mapping of Budget Unit

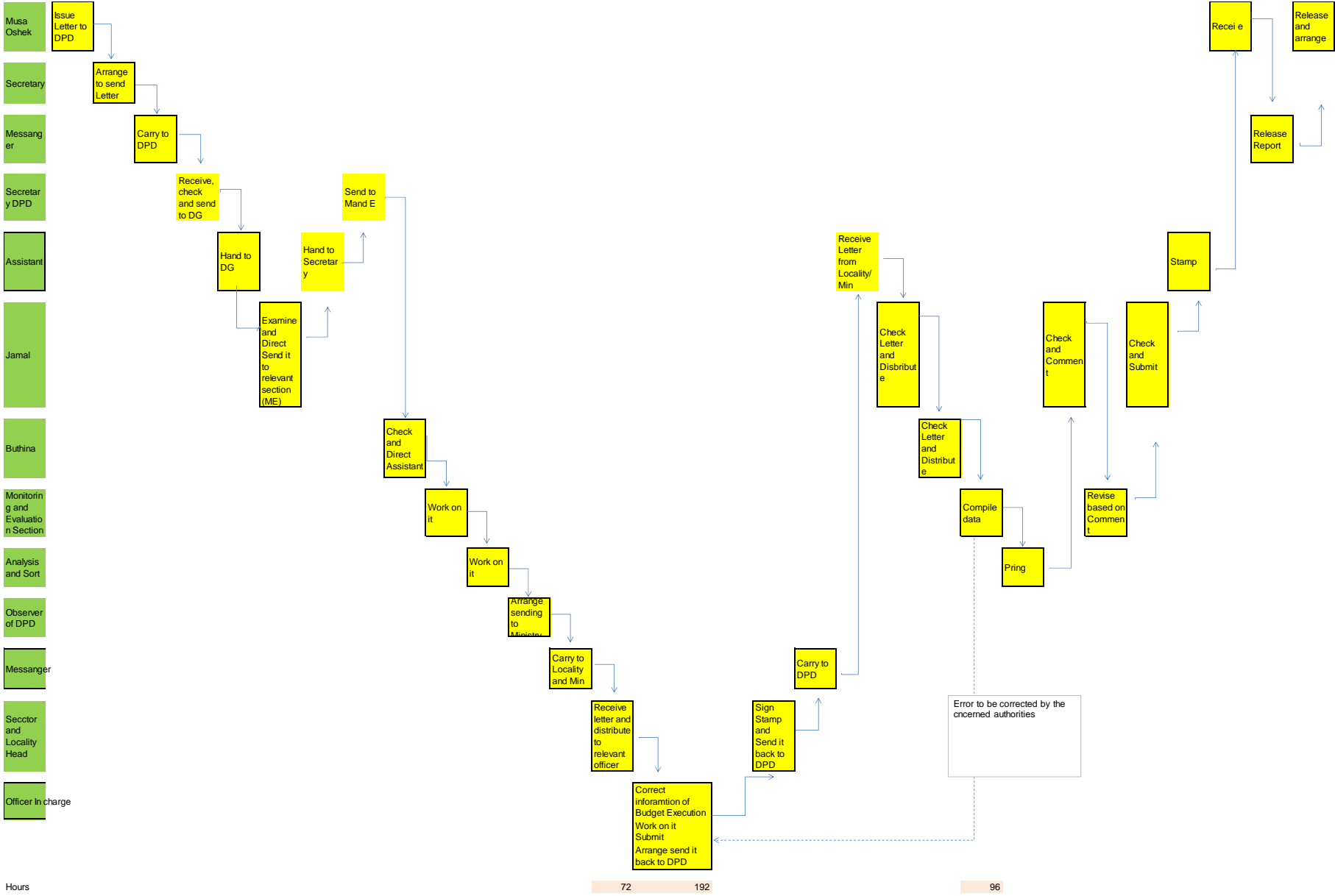


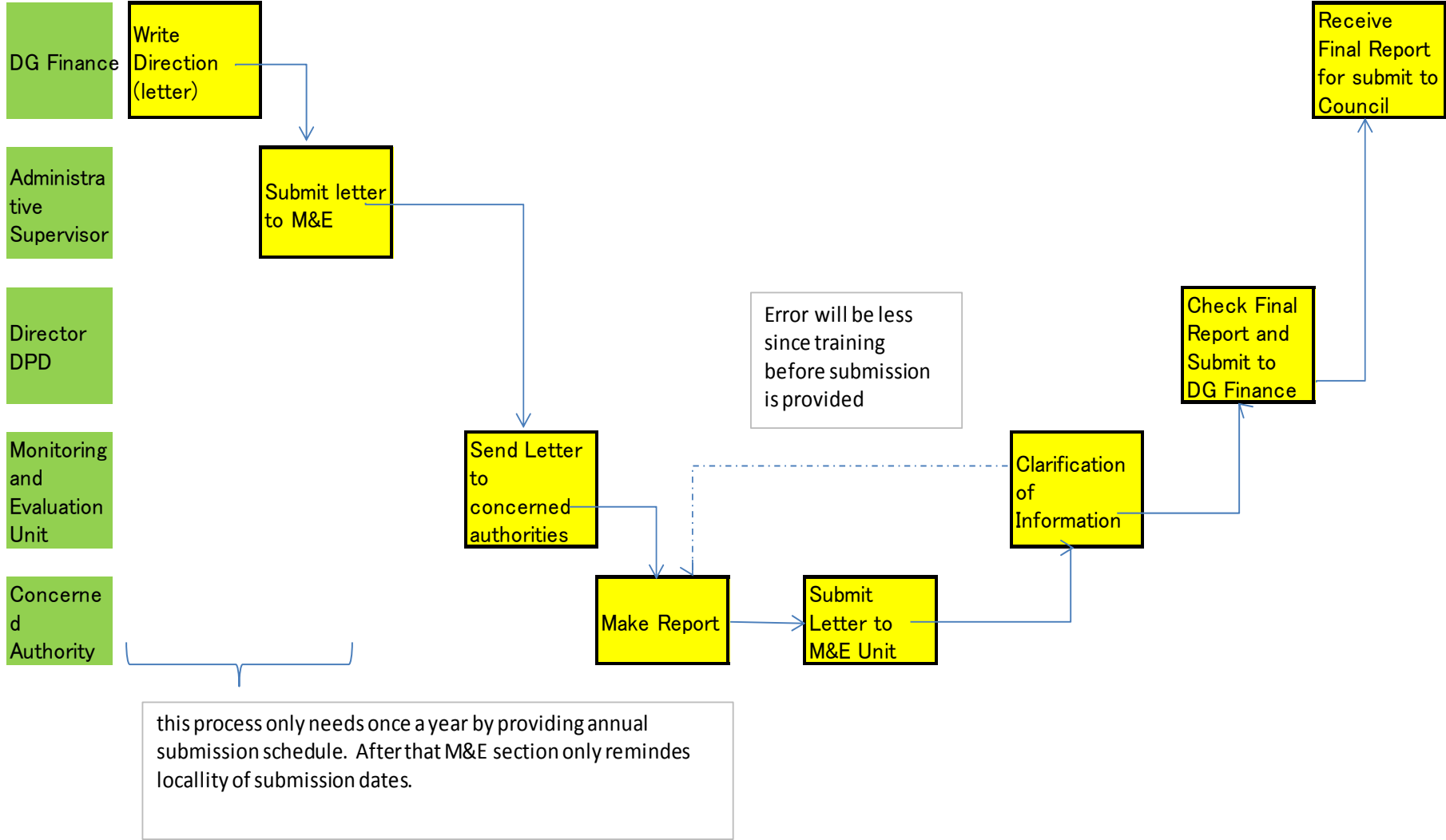
Figure 4.4 (enlarged) Current State Process Map of M&E Unit

Hours

72 192

96

Figure 4.5 (enlarged) Future State Process Map of M&E Unit



Appendix

Appendix 1.

プロジェクトデザインマトリクス (Ver.4)

Project Design Matrix Ver.4

- 1-1 計画クラスター/Planning Cluster
- 1-2 給水クラスター/Water Cluster
- 1-3 農業・生計向上クラスター/Agriculture and Livelihood Cluster
- 1-4 保健クラスター/Health Cluster
- 1-5 職業訓練クラスター/Vocational Training Cluster

1-1: Project Design Matrix (PDM ver. 4.0) - Planning Cluster

Name of the Project: Capacity Development Project for Provision of the Services for Basic Human Needs in Kassala, Sudan (K-TOP Project)

Duration: May 2011 – April 2014 (3 years)

Date: 20 Dec. 2012

Target Area: Kassala State

Target Group : All of DPD staff

PDM Version 4.0

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATIONS | IMPORTANT ASSUMPTIONS |
|---|---|---|---|
| OVERALL GOAL Basic Human Needs of the people in Kassala State are ensured by enabling them to access quality public services by the State. | 1 Indicator of overall goal of other clusters. | Impact surveys of other clusters | Kassala State Government is committed in expanding the achievements of K-TOP Project to non-pilot areas. |
| CLUSTER PURPOSE Directorate of Planning and Development (DPD) in Kassala State Ministry of Finance | 1 DPD's self-assessment of its organizational capacity using Spider Diagram (3.4/5 (2011)→4.0/5 (2013)) | Self-capacity assessment workshop | Socio-economic and political condition and security situation in Kassala is not worsened |
| OUTPUTS 1 DPD's capacity to manage, monitor, evaluate and sustain development projects is strengthened, through implementation of the multi-sectoral K-TOP Project. 2 DPD's organizational culture to improve its work environment and work process with bottom-up initiatives is developed, through | 1.1 Annual amount of Local Component budget for 4 clusters secured by DPD (SDG 0 (2010) →SDG 400,000 (2013)) 1.2 Cases of collaboration among 5 clusters (0→10, by May 2014) 1.3 Cases of trouble-shooting through monitoring (0→3, by May 2014) 1.4 Number of implementing impact surveys 1.5 Making recommendation on institutionalization of Monitoring and Evaluation system 2.1 No. of DPD staff who can train on Kaizen (0→6, by May 2014) 2.2 Development of training material on Kaizen (0→1, by May 2014) 2.3 Cases of impacts of Kaizen activities on DPD (0→5, by May 2014) 2.4 Number of seminar, workshop, and competition on Kaizen (0→8) | Budget Unit, DPD Progress Reports Progress Reports Progress Reports Training material Progress Reports | Sudanese counterparts are not changed frequently. |
| ACTIVITIES 1.1 DPD staff gets training on monitoring and evaluation. 1.2 DPD manages and monitors the multi-sectoral K-TOP Project. (Promote collaboration among 5 clusters, secure Local Component budget for 5 clusters, trouble shooting through monitoring, etc.) 1.3 DPD evaluates K-TOP Project. (Conducting self-evaluation for mid-term review, impact 1.4 DPD proposes to institutionalize monitoring and evaluation system for all development projects. 1.5 DPD disseminates the achievements of K-TOP Project to Federal Government 1.6 DPD ensures the sustainability of the achievements of K-TOP Project in each cluster. (Secure budget after K-TOP Project, | INPUTS A. Inputs from Japanese side: 1)Assignment of experts 2)Counterpart training in Japan and other countries 3)Provision of equipment 4)Operational expenditure B. Inputs from Sudanese side: 1)Assignment of Sudanese counterparts 2)Local Component budget 3)Facilities | | PRECONDITIONS Kassala State Government is serious to improve their public services to the local population. |

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| <p>2.1 DPD staff gets training on Kaizen.</p> <p>2.2 State Ministry of Finance (SMoF) in Kassala applies Kaizen approach to improve work</p> <p>2.2.1 DPD Budget Unit improves annual budgeting and planning process through use of Kaizen</p> <p>2.2.2 DPD Monitoring and Evaluation Unit improves their regular work through use of</p> <p>2.3 DPD disseminates their experiences on Kaizen in Kassala State, especially for other four clusters in K-TOP Project.</p> | | |
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1-2: Project Design Matrix (PDM ver. 4.0) - Water Cluster

Name of the Project: Capacity Development Project for Provision of the Services for Basic Human Needs in Kassala, Sudan (K-TOP Project)

Duration: May 2011 – April 2014 (3 years)

Date: 20 Dec. 2012

Target Area: Kassala State

Target Group : Kassala State Water Corporation

PDM Version 4.0

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATIONS | IMPORTANT ASSUMPTIONS |
|---|---|---|---|
| <p>OVERALL GOAL</p> <p>Basic Human Needs of the people in Kassala State are ensured by enabling them to access quality public services by the State.</p> | <p>1. Percentage of households who have access to safe water in Kassala State (from 48% in 2010 to 60% in 2017)</p> | <p>1. Kassala Water Sanitation and Hygiene Sector Strategic Plan for 2011-2016, March 2011 2. Sudan Household and Health Survey (SHHS)</p> | <p>Kassala State Government is committed in expanding the achievements of K-TOP Project to non-pilot areas.</p> |
| <p>PROJECT PURPOSE</p> <p>Kassala State Water Corporation (SWC)'s capacity to provide service for Water Supply is strengthened.</p> | <p>1. Percentage of SWC works to respond to customer complaint records for Kassala city urban water supply. (from 60% in March 2012 to 80%) 2. Kassala resident satisfaction degrees for urban water supply (very good 5, good 4, normal 3, bad 2, very bad, the actual average score 3.3 in November 2011 to target 4.0) 3. Ratio of functioning of the rural water supply facilities in Wad El Helew and Girba localities (from 36% to 64% as of March 2012, more to 80% in Wad El Helew, from 57% in April 2012 to 80% in Girba)</p> | <p>1. Complaint record in SWC 2. Customer satisfaction survey 3. Inventory survey by SWC</p> | <p>1) The C/Ps who have been trained will not quit the SWC. 2) The Kassala city has enough underground water resources.</p> |
| <p>OUTPUTS</p> <p>1 O & M and financial capacity of SWC for urban water supply is strengthened.</p> | <p>Base line survey in May,2011 1) No. of water distribution network map revision (from 0 to 1/month) 2) No. of rehabilitation works conducted based on the technical manual on operation and maintenance of water distribution network (from 0 to 40/month) 3) Water fee collection rate of the SWC East and West Offices (64% to 80%) 4) No. of Kaizen meetings implemented (from 0 to 2/ month) 5) Recommendation letter on tariff revision to the Kassala State Government (from 0 to 1)</p> | <p>1) Progress Reports (map revision record) 2) Progress Reports (work implementation record) 3) Progress Reports (fee collection record) 4) Progress Reports (Kaizen record) 5) Progress Reports (recommendation record)</p> | <p>Sudanese counterparts are not changed frequently.</p> |

| 2 A financial management and O & M model for rural water supply facilities in the pilot areas is established. | 1) No. of new or rehabilitation works of rural water yards (from 0 to 12) 2) Records of incomes/ expenses and cash reserve (from 0 to 1/month) 3) No. of training implemented by the SWC for rural well operators (from 0 to 1/month) 4) Recommendation letter on a financial management and O & M model for rural water supply facilities to the Kassala State Government (from 0 to 1) | 1) Progress Reports (work implementation record) 2) Progress Reports (book keeping record) 3) Progress Reports (training record) 4) Progress Reports (recommendation record) | |
|--|--|---|--|
| 3 SWC's Capacity of water resources development for rural water supply is strengthened. | 1) No. of water resource surveys implemented by the SWC (from 0 to five) | | |
| ACTIVITIES | INPUTS | | PRECONDITIONS |
| <p>1 O & M and financial capacity of SWC for urban water supply is strengthened.</p> <p>1.1 The SWC manages the water distribution network in Kassala Town on GIS system.</p> <p>1.2 The SWC formulates a GIS updating manual.</p> <p>1.3 The SWC formulates a operation and maintenance manual of water distribution network.</p> <p>1.4 The SWC formulates an equipment management manual.</p> <p>1.5 The SWC establishes a training unit and a training system.</p> <p>1.6 The SWC implements training of technology.</p> <p>1.7 The SWC perfectly runs the new customer database.</p> <p>1.8 The SWC implements training of the new customer database.</p> <p>1.9 The SWC implements training of financial management.</p> <p>1.10 The SWC implements training of computer skill.</p> <p>1.11 The SWC implements planning and monitoring</p> | <p>A. Inputs from Japanese side</p> <p>A-1 Assignment of experts Pipe network Management/Construction Management</p> <p>Financial Management:</p> <p>Rural Water Supply Program:</p> <p>Geophysical Survey:</p> <p>A-2 Counterpart training in Japan and other countries</p> <p>1) Appropriate Management of Land and Water Resources for Effective Utilization: 1 person</p> <p>2) African Region Urban Waterworks Engineering : 1 person</p> <p>3) Administration and organization management of water works in Japan : 5 persons</p> <p>4) Operation and Maintenance of urban water supply system (Water distribution and service) : 1 person</p> | | <p>SWC is serious to improve their service for Water Supply to the local population.</p> |

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| <p>1.12 The SWC implements rehabilitation works using the operation and maintenance manual of water distribution network.</p> <p>1.13 The SWC recommends water tariff revision to the Kassala State Government.</p> <p>2 A financial management and O & M model for rural water supply facilities in the pilot areas is established.</p> <p>2.1 The SWC conducts a inventory survey of rural water supply facilities.</p> <p>2.2 The SWC implements rehabilitation works of rural water supply facilities.</p> <p>2.3 The SWC implements training of rural water supply operation and maintenance.</p> <p>2.4 The SWC, locality and village and water committees establish a water tariff setting and collection system at the pilot sites (Wad El Helew and Barnard).</p> <p>2.5 The SWC recommends a financial management and O & M model for rural water supply facilities to the Kassala State Government.</p> <p>3 SWC's Capacity of water resources development for rural water supply is strengthened.</p> <p>3.1 The SWC conducts training of geophysical survey for ground water resources.</p> <p>3.2 The SWC implements the geophysical survey for ground water resources.</p> | <p>A-3 Provision of equipment</p> <p>Crane Truck (8t, 10t), backhoe Loader x2, Work shop tools, List of HDPE Welding Machine x2, Air compressor, Generator x5, Water quality instruments, Air lifting tools, Pumping test tools (3 submersible pumps), Borehole camera, Resistivity Image Profiling system, Water meter 130units, Leakage detector, PC (Laptop x 15, Desk top</p> <p>A-4 Operational expenditure</p> <p>B Inputs from Sudanese side</p> <p>B-1 Assignment of Sudanese counterparts</p> <p>Mr.Hashim, Mr.Isam, Mr.Yusef, Mr.Ali, Mr.Abdelgadir, Mr.Mataz, Ms. Amal, Mr.Sofyan, Mr. Alamin, Mr. Abdla asalam, Mr. Shalah Kanali, Mr. Abdla, Ms Umsal</p> <p>B-2 Local Component budget</p> <p>B-3 Facilities</p> <p>JICA Expert Office, Workshop in East Office, Training center</p> | | |
|---|--|--|--|

1-3: Project Design Matrix (PDM ver. 4.1) – Agriculture and Livelihood Cluster

Name of the Project: Capacity Development Project for Provision of the Services for Basic Human Needs in Kassala, Sudan (K-TOP Project)

Duration: May 2011 – April 2014 (3 years)

Date: 3 Jul. 2013

Target Area: Kassala State (4 zones)

Target Group : Officers in SMOAFIAF

PDM Version 4.1

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATIONS | IMPORTANT ASSUMPTIONS |
|--|--|--|---|
| OVERALL GOAL Basic Human Needs of the people in Kassala State are ensured by enabling them to access quality public services by the State. | No. of households who have direct (face-to-face) access to extension services of agriculture and livelihoods (TTEA, Horticulture and Land Use Departments) in Kassala State (from 25,000/year to 50,000/year) | Annual Reports of MoAFIAF | |
| PROJECT PURPOSE The capacity of Kassala State Government for providing agricultural and rural development services to small scale farmers and women is strengthened. | <ol style="list-style-type: none"> Satisfaction rate of farmers who have participated in extension activities by the Project, for extension service are increased by 60% at March 2014, in each target zone respectively, those are "Horticulture Zone (HZ)", "Flood Irrigation Zone (FIZ)", "Traditional Rain-fed Zone (TRZ)", and "Mechanized Rain Fed Zone (MRZ)". No. of rural development (RD)activities that have been confirmed as sustainable ones (2 with 1 for income generation (IG) and 1 for livelihood improvement (LI)) Arrangement of budget and allocation of necessary extension officer to implement next five year extension plan which make sure to sustain the outcome of the Project. | <ol style="list-style-type: none"> Endline Survey Project monitoring records for IG (e.g. record of pay-back) and Extension plan prepared by RD section that shows the LI activity Document of SMOAFIAF | The officers continue activities after the project. |
| OUTPUTS | | | |
| <ol style="list-style-type: none"> Extension worker and other technical staffs are able to utilize technologies/knowledge for verifying profitability of horticulture crops in "Horticulture Zone (HZ)" | <ol style="list-style-type: none"> Acquired skills and Knowledge regarding "Cultivation techniques", "Risk Management" and " Marketing activities (e.g. co-purchasing inputs)" by extension officer and related staff are increased, which are measured by CUDBUS score (3.0 point and more over for 3 officers out of 4). No. of training materials for extension officers and extension materials for farmers, which are made, revised, and distributed (from 0 to 5 kinds) Increased number of activities such as collaborative purchase and direct sale by farmers, which are made, revised, and distributed (from 0 to 5 kinds). | <p>CUDBAS* scores</p> <p>No. of training / extension materials which are made, revised, and distributed</p> | <p>The officers trained remain even after projects</p> <p>No natural disasters occur.</p> |

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| 2 | Extension worker and other technical staffs are able to utilize technologies/knowledge for introducing new cash crops in "Flood Irrigation Zone (FIZ)". | 2-1 Acquired skills and Knowledge regarding "Feasibility study (e.g. farm budget analysis)", "Finance" and "Extension in FIZ" by extension officer and related staff are increased, which are measured by CUDBUS score (3.0 point and more over for 3 officers out of 4). | CUDBAS* scores | Quality of seeds is not deteriorated. |
| | | 2-2 No. of training materials for extension officers and extension materials for farmers, which are made, revised, and distributed (from 0 to 3 kinds) | No. of training / extension materials which are made, revised, and distributed | |
| | | 2-3 More than one farmers' association is formed, which adapts new methods with new variety of crops introduced by the Project | | |
| 3 | Extension worker and other technical staffs are able to utilize technologies/knowledge for stabilizing production of staple food crop in "Traditional Rain Fed Zone (TRZ)". | 3-1 Acquired skills and knowledge regarding "Basics on water harvesting (WH)", "Application of WH techniques in the field" and "Extension in TRZ" by extension officer and related staff are increased, which are measured by CUDBUS score (3.0 point and more over for 2 officers out of 3). | CUDBAS* scores | |
| | | 3-2 No. of training materials for extension officers and extension materials for farmers, which are made, revised, and distributed (from 0 to 4 kinds) | No. of training / extension materials which are made, revised, and distributed | |
| | | 3-3 Increased number of farmers in the target area who adopt water harvesting methods year by year | | |
| 4 | Extension worker and other technical staffs are able to utilize technologies/knowledge for providing agricultural mechanization services in "Mechanized Rain Fed Zone (MRZ)". | 4-1 Acquired skills and Knowledge regarding "Appropriate combination of agricultural machineries", "Operation & maintenance of agricultural machineries" and "Extension in MRZ" by extension officer and related staff are increased, which are measured by CUDBUS score (3.0 point and more over for 3 officers out of 4). | CUDBAS* scores | |
| | | 4-2 No. of training materials for extension officers and extension materials for farmers, which are made, revised, and distributed (from 0 to 4 kinds) | No. of training / extension materials which are made, revised, and distributed | |
| | | 4-3 Increased yield of crops and evidences of efficient operation and maintenance of agricultural machinery by farmers association in pilot areas | | |
| 5 | Extension worker and other technical staffs are able to utilize technologies/knowledge for creating sustainable rural development activities for extension offices in selected zones. | 5-1 Acquired skills and Knowledge regarding "Sustainable system for extension", "Mobilization of women's group", and "Finance & marketing" by extension officer and related staff are increased, which are measured by CUDBUS score (3.0 point and more over for 3 officers out of 4). | CUDBAS* scores | |
| | | 5-2 No. of training materials for extension officers and extension materials for farmers, which are made, revised, and distributed (from 0 to 4 kinds) | No. of training / extension materials which are made, revised, and distributed | |
| | | 5-3 Increased number of sustainable training course by own budget | | |

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| 6 Institutional support of SMoA for extension service is strengthen. | 6-1 5-year extension plan according to pilot activities is formulated 6-2 No. of <u>the meetings regarding budget and techniques by directors in SMoAFIAF</u> (0 (2010)=> 12 times/year (2013)) | Paper of the 5-year extension plan Meeting Records | |
| ACTIVITIES | | | |
| 1.1 Conduct training on cultivation techniques on horticulture crops for extension and other officers | | | |
| 1.2 Conduct training on co-purchasing inputs and direct sale for extension and other officers | A. Inputs from Japanese side | | |
| 1.3 Conduct new/improved extension activities (e.g. demonstration farm, study tours) | A-1 Assignment of experts | | |
| 1.4 Prepare training / extension materials | A-2 Counterpart training in Japan and other countries | | PRECONDITIONS |
| 2.1 Conduct training <u>on the planning of new crop introduction</u> for extension officers | A-3 Provision of equipment A-4 Operational expenditure | | |
| 2.2 Conduct training on financing for extension officers. | | | |
| 2.3 Conduct new/improved extension activities (e.g. study tours, public relations) | B Inputs from Sudanese side | | |
| 2.5 Prepare training / extension materials | B-1 Assignment of Sudanese counterparts | | |
| 3.1 Conduct training on water harvesting technologies for extension officers. | B-2 Local Component budget | | |
| 3.2 Conduct training on yield survey for extension officers. | B-3 Facilities | | |
| 3.3 Conduct new/improved extension activities (e.g. Farmer-to-farmer extension, public relations) | | | |
| 3.4 Prepare training / extension materials | | | |
| 4.1 Conduct training on appropriate combination of machineries for extension officers. | | | |
| 4.2 Conduct training on operation and maintenance for extension officers. | | | |
| 4.3 Establish extension system (e.g. association extension, public relations) | | | |
| 4.4 Prepare training / extension materials | | | |

| | | |
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| <p>5.1 Conduct training on improved technologies for extension officers</p> <p>5.2 Conduct training on income generating activities for extension officers</p> <p>5.3 Conduct training on revolving fund for extension officers</p> <p>5.4 Establish extension system (e.g. sustainable women's group)</p> <p>5.5 Prepare training / extension materials</p> <p>Hold meetings with the committee of the</p> <p>6.1 directors of relevant departments <u>to allocate budget after the project.</u></p> <p>Hold coordination meetings among</p> <p>6.2 departments <u>to strengthen technical linkage</u> in SMOA.</p> <p>6.3 Formulate Five Year Action Plan according to result of pilot activities</p> <p>6.4 Formulate Annual Action Plan in parallel to Five Year Action Plan</p> <p>6.5 Hold workshops to review and discuss the result of pilot activities</p> <p>6.6 Prepare activity reports</p> <p>6.7 Identify roles of private sectors</p> <p>Hold workshops to realize increased capacity</p> <p>6.8 of extension workers in SMOA for concluding pilot activities</p> <p>Coordinate relevant departments to prepare</p> <p>6.9 budget and allocate extension staffs, so as to continue Action Plan even after the Project.</p> | | |
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* CUDBAS is the method of checking the abilities of officers in undertaking tasks assigned. The abilities of each officer are scored with from 1 (lowest) to 5 points (highest). In CUDBAS, point 1

1-4: Project Design Matrix (PDM ver. 4.0) – Health Cluster

Name of the Project: Capacity Development Project for Provision of the Services for Basic Human Needs in Kassala, Sudan (K-TOP Project)
 Duration: May 2011 – April 2014 (3 years)
 Target Area: Girba Locality and Wad El Helew Locality
 Kassala State

Target Group : RH staff in Kassala, Girba, Wad El Helew and VMWs in Girba,
 Wad El Helew, West Kassala, New Halfa, Nahr Albara

Date: 20 Dec. 2012
 PDM Version 4.0

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATIONS | IMPORTANT ASSUMPTIONS |
|--|--|--|--|
| OVERALL GOAL | | | |
| Basic Human Needs of the people in Kassala State are ensured by enabling them to access quality public services by the State. | 1 Reported maternal death rate in Kassala State (from 1,414/100,000 (2006) to 244.9/100,000 (2010) 233/100,000 (2014), 221/100,000 (2018)) | Sudan Household Survey | Kassala State Government is willing to support non-pilot areas, utilizing the capacity improved by the project. Other donors continue to conduct same activities in their pilot areas. |
| PROJECT PURPOSE | | | |
| Kassala State Government's capacity to provide services for maternal and neonatal health is strengthened through activities of 2 pilot localities. | 1 Realizing, recognition, willingness and use of pregnant women and nursing mothers to take antenatal care and delivery either in improved medical facility or from trained village midwives in 2 pilot localities. 2 Satisfaction of services by VMWs for pregnant women and nursing mothers and community leaders in pilot localities (from N/A to 80%, 2014) | Survey (qualitative survey) The SS reports | Economic situation of Kassala State is not worsened sharply. Population growth of Kassala State does not exceed the assumption. Kassala State Government continues to allocate budget and personnel. |
| OUTPUTS | | | |
| 1 The capacity of Village Midwives (VMWs) in communities is improved. | 1.1 Percentage of VMWs who passed post-test among VMWs taking in-service training (from N/A to 70%, 2014) 1.2 No. of new training materials and introduction of new ideas accepted to be added to in-service training for quality improvement. (0, 2011 to 6, 2014) 1.3 No.of facilitators fostered for in-service training (8 , 2011 to 12 persons. 2014) 1.4 Percentage of VMWs in pilot localities who received the supportive supervision conducted by HVs.(from N/A to 80%, 2014) | Training reports Training reports Progress report Progress report | Socio-economic and political situation in Kassala State is not worsened. |
| 2 The system to receive maternal and neonatal emergency patients in pilot localities is prepared. | 2.1 Percentage of participants who could completed the EmOC training in WEH Primary Hospital and Girba Hospital respectably (from N/A to 80%, 2014) 2.2 No. of Quick reference cards*1 for procured medical equipment (from 0 to 20, 2014) 2.3 No. of health carders who received user training for procured medical equipment (from 0 to 60, 2014) | Progress report Activity report Activity report | |

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| <p>3 Capacity to support VMWs is strengthen.</p> | <p>3.1 Percentage of mistakes in RH data reports in pilot localities .(from N/A to 5%, 2014) 3.2 Number of VMWs who are governmental employees in pilot localities. Girba: (15, 2011 to 20, 2014) WEH (4, 2011 to 10, 2014)</p> | <p>Activity report Activity report</p> | |
| <p>ACTIVITIES INPUTS</p> | | <p>Sudanese counterparts of the Project are not shifted frequently. Participants of the trainings provided by the Project continue taking charge of the present work. Deliveries of the Equipment planned to be procured by the Project do not delay largely. Completion of rehabilitation of WEH does not delay. (Or rehabilitation of WEH is completed on time)</p> | |
| <p>1-1 Conduct in-service training for VMWs of pilot localities 1-2 Conduct in-service training for VMWs of selected localities except pilot localities 1-3 Conduct workshop and trials to improve quality in-service training for VMWs. 1-4 Implement and monitor the Supportive Supervision. 2-1 Formulate and Implement an action plan to improve the management of WEH Primary Hospital. 2-2 Rehabilitate the emergency obstetrics care (EmOC) infrastructure of WEH Primary Hospital 2-3 Coordinate emergency obstetrics care (EmOC) training for WEH Primary Hospital and Girba Hospital. 2-4 Procure necessary equipment and conduct user training for pilot hospitals (Kuwait Hospital, Saudi Hospital, Girba Hospital, WEH Primary Hospital). 2-5 Conduct trainings to protect health staff and patients from nosocomial infections for the pilot hospital. 3-1 Formulate a taskforce to monitor the project activities and to ensure sustainability and scale-up of the Project. 3-2 Conduct donor meeting to coordinate activities. 3-3 Train and monitor statisticians and persons in charge of HIS at the state and the locality levels. 3-4 Conduct VMW festival for dissemination of information about RH services and advocate for governmental employment of VMWs.</p> | <p>A. Inputs from Japanese side: 1)Assignment of experts 2)Counterpart training in Japan and other countries 3)Provision of equipment 4)Operational expenditure B. Inputs from Sudanese side: 1)Assignment of Sudanese counterparts 2)Local Component budget 3)Facilities</p> | <p>PRECONDITIONS</p> | |

*1.Quick reference cards:A card written a brief instruction how to operate medical equipment.

1-5: Project Design Matrix (PDM ver. 4.0) – Vocational Training Cluster

Name of the Project: Capacity Development Project for Provision of the Services for Basic Human Needs in Kassala, Sudan (K-TOP Project)

Duration: May 2011 – April 2014 (3 years)

Date: 5 Dec., 2012

Target Area: Kassala State

Target Group: Kassala Vocational Training Centre (KVTC) and its stakeholders

PDM Version 4.0

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATIONS | IMPORTANT ASSUMPTIONS |
|--|---|---|--|
| OVERALL GOAL | | | |
| Basic Human Needs of the people in Kassala State are ensured by enabling them to access quality public services by the State. | <ol style="list-style-type: none"> 1 More than 60% of the KVTC graduates have jobs within 1 year from their graduation by 2017. (31% → 60%) 2 More than 70% of the employers of KVTC graduates are satisfied with their performance. (NA% → 70%) | <ol style="list-style-type: none"> 1 Tracer survey 2 Employers satisfaction survey | |
| PROJECT PURPOSE | | | |
| Capacity of KVTC as public institute of Kassala State will be improved in providing vocational training that aims to train diverse and effective workforce for the economic growth and stability of Kassala state. | <ol style="list-style-type: none"> 1 Number of trainees enrolled in long-term courses increase from 258 to 460 by April 2014 2 KVTC receives more than 300 trainees in short courses in a year (NA → 300) 3 Motivation of KVTC staff toward their work is increased. (NA → 4.0/5.0 point) 4 More than 70% of the KVTC trainees are satisfied with the trainings (NA% → 70%) | <ol style="list-style-type: none"> 1 Trainee's logbook 2 Record of short courses 3 Staff motivation survey 4 KVTC annual report | <ul style="list-style-type: none"> * The current administrative system will not change drastically. * Socio-economic and political situation in Kassala State is not worsened. |
| OUTPUTS | | | |
| <ol style="list-style-type: none"> 1 Quality training programme responding local needs is implemented. | <ol style="list-style-type: none"> 1.1 A model curriculum of KVTC (agricultural machinery) is developed 1.2 Short courses are developed and 25 courses are conducted by April 2014. (0 → 25 courses) | <ol style="list-style-type: none"> 1 KVTC annual report 2 Record of short courses | <ul style="list-style-type: none"> * Socio-economic and political situation in Kassala State is not worsened. * Sudanese counterparts of the Project are not shifted frequently. |
| <ol style="list-style-type: none"> 2 Performance of KVTC staff is highly improved. | <ol style="list-style-type: none"> 2.1 More than 100 KVTC staff members in total participate in training program by April 2014. 2.2 More than 10 kinds of training materials are developed by utilizing the technology acquired through TOT. (0 → 10) 2.3 KVTC staff members who participated in TOT evaluate themselves more than 3.5 points out of 5.0. (NA → 3.5 or more) | <ol style="list-style-type: none"> 1 Training record 2 Evaluation by JICA experts 3 Staff self-evaluation report | <ul style="list-style-type: none"> * Trainings provided by the Project continue taking charge of the present work |

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| 3 Training facilities and equipment are improved. | <p>3.1 Food processing building and drawing/PC Building are newly constructed.</p> <p>3.2 Equipment are installed in each course.</p> <p>3.3 Capacity of long-term courses is increased into 180 trainees per year by April 2014.</p> <p>3.4 Average satisfaction rate for the new facility and equipment of KVTC scores more than 4.0 out of 5.0 by the users (KVTC staff, trainees, outside organizations etc). (NA → 4.0 point)</p> | <p>1 Facility record</p> <p>2 Equipment record</p> <p>3 KVTC annual report</p> <p>4 Facility and equipment evaluation report</p> | |
| 4 Effective management system is established. | <p>4.1 KVTC strategic plan is available by December 2012.</p> <p>4.2 School management guidelines are developed by June 2013.</p> <p>4.3 Numbers of database (trainee registration, staff profiles, asset inventory) are prepared by June 2013 and updated at least one time by the end of the project.</p> <p>4.4 KVTC staff meeting is held periodically.</p> <p>4.5 More than 85% of the KVTC Strategic Plan is achieved by the end of the project. (0% → more than 85%)</p> | <p>1 KVTC Strategic Plan</p> <p>2 School management guidelines</p> <p>3 Database</p> <p>4 Minutes of meeting</p> <p>5 KVTC annual report</p> | |
| 5 Necessary amount of budget is secured for managing KVTC | <p>5.1 Annual budget report is prepared.</p> <p>5.2 Budgetary plan for budget request is prepared.</p> | <p>1 KVTC annual (financial) report</p> <p>2 KVTC annual (financial) report</p> | * Ministry of Finance do not reduce the budget allocated to KVTC |
| 6 Partnership between KVTC and its stakeholders (SCVTA, K-SCVTA, industrial sector, union/cooperatives, donor/NGO, educational institutions, etc.) is improved. | 6.1 More than 5 collaborative activities are newly implemented with the relevant organizations by April 2014. (2 → more than 7 activities) | 1 KVTC annual report | |

| ACTIVITIES | INPUTS | | | |
|--|--|---|---------------|--|
| 1.1 Conduct a needs assessment for vocational training. 1.2 Support long-term (3-year) training courses of KVTC. 1.3 Support short-term courses newly introduced to KVTC. 1.4 Conduct tracer survey of KVTC graduates. 2.1 Develop KVTC human resources development plan 2.2 Conduct KVTC staff training including TOT for instructors based on KVTC HRD plan. 2.3 Support implementation of action plans prepared by participants of TOT 3.1 Rehabilitate KVTC training facility. 3.2 Supply training equipment. 3.3 Conduct training to KVTC staff on asset management. | <u>Japanese Side:</u> 1 Experts (1) Vocational Training Programme (cluster leader) (2) School Management (3) Vocational Training Curriculum and Material Development (4) Auto-motive Maintenance (5) Vocational Training Equipment and Facilities (6) Other experts as necessary 2 Local Staff 3 Training Facilities 4 Equipment Necessary equipment for improvement of Implementing Partners of Vocational Training/Technical Education 5 Training in Japan, Sudan and other third countries. | | | |
| 4.1 Develop KVTC mid-tem strategic plan. 4.2 Support implementation of KVTC strategic plan 4.3 Support development of guidelines 4.4 Improve information management system 4.5 Hold an evaluation for the progress of strategic plan in 2014 5.1 Support making annual report 5.2 Support for preparing financial plan 5.3 Support income generation activities 6.1 Enhance relations between KVTC and its stakeholders | <u>Sudanese Side:</u> 1 Assigning counterpart personnel 2 Provision of office space for JICA experts 3 Bearing local costs (Local Component) (for example, salaries and other allowances of government personnel involved; 4 Costs for electricity, water and telecommunication relevant to the Project activities) 5 Provision of part of necessary inputs and equipment for the project activities | <table border="1"> <thead> <tr> <th data-bbox="1715 411 2049 446">PRECONDITIONS</th> </tr> </thead> <tbody> <tr> <td data-bbox="1715 446 2049 667"> * Deliveries of the equipment planned to be procured by the Project do not delay largely Construction of training facilities * planned in the Project do not delay largely </td> </tr> </tbody> </table> | PRECONDITIONS | * Deliveries of the equipment planned to be procured by the Project do not delay largely Construction of training facilities * planned in the Project do not delay largely |
| PRECONDITIONS | | | | |
| * Deliveries of the equipment planned to be procured by the Project do not delay largely Construction of training facilities * planned in the Project do not delay largely | | | | |

Appendix 2.

専門家詳細活動計画

Work Breakdown Structure (WBS)

- 2-1 計画クラスター/Planning Cluster
- 2-2 給水クラスター/Water Cluster
- 2-3 農業・生計向上クラスター/Agriculture and Livelihood Cluster
- 2-4 保健クラスター/Health Cluster
- 2-5 職業訓練クラスター/Vocational Training Cluster

Work Breakdown Structure (WBS) (Water Supply Cluster, Year 1-3)

Cluster Purpose 1: Kassala State Corporation (SWC)'s capacity to provide from Water Supply is strengthened

| Level 1 (Output) | Level 2 (Activity) | Outputs | JICA Experts in charge | Counter-parts in charge | Milestone (Sub-Activity) | Plan (month) | Progress (month) | Progress (%) | ← Plan → → Actual ← | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Date: ##### | delay or change, why? | |
|--|--|--------------------------|--|---|--|---------------------------------|--------------------------------------|--------------------------------------|---------------------|-----|-----|------|-----|-----|------|-----|-----|------|-----|-----|----------------|-----|-----|------|-----|-----|------|-----|-----|------|-----|-----|----------------|-----|-----|------|-----|-----|-----|-----|-----|-----|--|--|-------------|-----------------------|--|
| | | | | | | | | | Project Year 1 | | | | | | | | | | | | Project Year 2 | | | | | | | | | | | | Project Year 3 | | | | | | | | | | | | | | |
| | | | | | | | | | 2011 | | | 2012 | | | 2013 | | | 2014 | | | 2015 | | | 2016 | | | 2017 | | | 2018 | | | 2019 | | | 2020 | | | | | | | | | | | |
| May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | | | | | |
| Appropriation of financial capacity of SWC for urban water supply is strengthened | 1.1 The SWC manages the water distribution network in Kassala Town on GIS system | Progress Report | Sakamoto | Mr. Hashim Mr. Isam Mr. Yusef Mr. Ali | Implementation of introductory GIS training Implementation of intermediary GIS training (Practical course) Preparation of a 1st pipe network inventory record by GIS team Updating of pipe network inventory list (GIT) | 1.0 1.0 2.0 2.0 | 1.0 1.0 2.0 2.0 | 100% 100% 100% 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | <i>1.1 Total</i> | | | | | | 6.0 | 6.0 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1.2 The SWC formulates a GIS updating manual. | Progress Report | Sakamoto | Mr. Abdelgadir, Mr. Isam Mr. Yusef, Mr. Ali | Completion of updating a manual of pipe network inventory using GIS | 1.5 | 1.5 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | <i>1.2 Total</i> | | | | | | 1.5 | 1.5 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1.3 The SWC formulates a operation and maintenance manual of water distribution network. | Progress Report | Sakamoto | Mr. Ali, Mr. Isam Mr. Yusef | Completion of the water distribution network O&M manual preparation | 1.0 | 1.0 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | <i>1.3 Total</i> | | | | | | 1.0 | 1.0 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1.4 The SWC formulates an equipment management manual. | Progress Report | Sakamoto | Mr. Ali, Mr. Isam Mr. Tarik, Mr. Yusef | Completion of the equipment management manual preparation Implementation of equipment management training | 1.0 1.0 | 1.0 1.0 | 100% 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | <i>1.4 Total</i> | | | | | | 2.0 | 2.0 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1.5 The SWC establishes a training unit and a training system. | Progress Report | Sakamoto Kuroda Shichijo | Mr. Hashim Mr. Ali Hassan sadiq Mr. Ali Mr. Abdelgadir, Ms. Amal | Rehabilitation of the training center Planning of training courses Study tour to Morocco to learn training system Invitation of experts from Morocco Implementation of training courses by the training unit | 1.0 1.0 0.5 0.5 4.0 | 1.0 1.0 0.5 0.5 4.0 | 100% 100% 100% 100% 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | <i>1.5 Total</i> | | | | | | 7.0 | 7.0 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1.6 The SWC implements training of technology. | Progress Report | Sakamoto Shichijo | Mr. Hashim Mr. Isam Mr. Tarik Mr. Yusef | Planning of technology training Conducting of technology training courses in cooperation with PWCT | 1.0 2.5 | 1.0 2.5 | 100% 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | <i>1.6 Total</i> | | | | | | 3.5 | 3.5 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1.7 The SWC perfectly runs the new customer database. | Progress Report | Kuroda | Mr. Hashim Mr. Salah Mr. Abdra | Running of the new customer database Recording of a water fee collection rate of the SWC offices Building of SWC database in cooperation with the Electricity Corporation office | 1.5 1.5 1.5 | 1.5 1.5 1.5 | 100% 100% 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>1.7 Total</i> | | | | | | 4.5 | 4.5 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1.8 The SWC implements training of the new customer database. | Progress Report | Kuroda | Mr. Salah Mr. Abdra | Completion of the new customer database manual preparation New customer database training | 2.0 0.5 | 2.0 0.5 | 100% 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>1.8 Total</i> | | | | | | 2.5 | 2.5 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1.9 The SWC implements training of financial management. | Progress Report | Kuroda | Mr. Ali Hassan Sadiq Mr. Abdra | Implementation of financial management Implementation of financial management training for the other cluster staff by SWC staff | 1.5 1.5 | 1.5 1.5 | 100% 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>1.9 Total</i> | | | | | | 3.0 | 3.0 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1.10 The SWC implements training of computer skill. | Progress Report | Kuroda | Mr. Mohamed Salih Mr. Abdla Basel | Implementation of computer skill training Implementation of computer skill training Implementation of OIT in each section | 2.0 1.0 3.0 | 2.0 1.0 3.0 | 100% 100% 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>1.10 Total</i> | | | | | | 6.0 | 6.0 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1.11 The SWC implements planning and monitoring through KALZEN activities. | Progress Report | Sakamoto Kuroda Shichijo | Mr. Hashim Mr. Isam Mr. Abdelgadir Mr. Ali, Ms. Amal | Continuation of Kaizen meetings Monitoring of work progress through Kaizen activities Implementation of Study tour in Japan Preparation of Kaizen study tour in the SWC | 3.0 3.0 0.5 0.5 | 3.0 3.0 0.5 0.5 | 100% 100% 100% 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>1.11 Total</i> | | | | | | 7.0 | 7.0 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1.12 The SWC implements rehabilitation works using the operation and maintenance manual of water distribution network. | Progress Report | Sakamoto | Mr. Hashim Mr. Isam Mr. Yusef Mr. Ali | Collection of the customer complains of Analysis of the customer complain data Discussion with CPs to implement countermeasures to decrease customer Planning and implementation of rehabilitation works (OIT) | 1.0 1.0 0.5 2.0 | 1.0 1.0 0.5 2.0 | 100% 100% 100% 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>1.12 Total</i> | | | | | | 4.5 | 4.5 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1.13 The SWC recommends water tariff revision to the Kassala State Government. | Progress Report | Sakamoto Kuroda Shichijo | Mr. Hashim Mr. Isam Mr. Abdelgadir Mr. Salah Mr. Abdra | Conducting a survey of individual water use Analysis of the water use volume data Implementation of customer satisfaction survey Presentation of the survey result Making a recommendation of water tariff revision to the Kassala State Government | 1.5 0.5 0.5 0.5 1.0 | 1.5 0.5 0.5 0.5 1.0 | 100% 100% 100% 100% 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>1.13 Total</i> | | | | | | 4.0 | 4.0 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>Sub-Output 1 Total</i> | | | | | | 52.5 | 52.5 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | | | | | | | | | | | | | | | | | | | | |
|--|---|---|---------------|---------------------------|-----------------------------------|-------------|-------------|-------------|--|--|--|--|--|--|--|--|--|--|--|--|
| 4.2. The system to receive maternal and neonatal emergency patients in pilot localities is prepared. | (H-6) Conduct training for medical equipment engineers | Training curriculum/ materials Training record | Kimura | Dr. Issam | Supplementary survey | 0.20 | 0.20 | 100% | | | | | | | | | | | | |
| | | | | | Implementation | 0.30 | 0.30 | 100% | | | | | | | | | | | | |
| | | | | | H-6 Total | 0.50 | 0.50 | 100% | | | | | | | | | | | | |
| | (H-7) Conduct training of medical equipment management for hospitals in pilot localities and provide technical guidance | Training curriculum/ materials Training record | Kimura | Dr. Issam | Supplementary survey | 1.00 | 1.00 | 100% | | | | | | | | | | | | |
| | | | | | Implementation | 0.50 | 0.50 | 100% | | | | | | | | | | | | |
| | | | | | H-7 Total | 1.50 | 1.50 | 100% | | | | | | | | | | | | |
| | (H-8) Provide necessary equipment for target hospitals | Equipment Plan Procurement report | Kimura | Dr. Issam | Supplementary survey/ Planning | 1.00 | 1.00 | 100% | | | | | | | | | | | | |
| | | | | | Implementation | 0.50 | 0.50 | 100% | | | | | | | | | | | | |
| | | | | | H-8 Total | 1.50 | 1.50 | 100% | | | | | | | | | | | | |
| | 4.2.4: Procure necessary equipment and conduct user training for pilot hospitals (Kuwait Hospital, Saudi Hospital, Girba Hospital, WEH Primary Hospital). | Equipment Plan Procurement report | Kimura/Mimuro | Dr. Ali | Planning/ preparation | 2.90 | 2.90 | 100% | | | | | | | | | | | | |
| | | | | | Implementation | 2.20 | 1.90 | 86% | | | | | | | | | | | | |
| | | | | | 4.2.4 Total | 5.10 | 4.80 | 94% | | | | | | | | | | | | |
| 4.2.5: Conduct training to protect health staff and patients from nosocomial infections for the pilot hospitals. | | Activity record | Kimura/Mimuro | Dr. Ali | Planning/ preparation | 0.50 | 0.50 | 100% | | | | | | | | | | | | |
| | | | | | Implementation | 0.70 | 0.70 | 100% | | | | | | | | | | | | |
| | | | | | 4.2.5 Total | 1.20 | 1.20 | 100% | | | | | | | | | | | | |
| 4.3. The capacity to support VMW in strengthen. | 4.3.1: Formulate a taskforce to monitor the project activities and to ensure sustainability and scale-up of the Project. | Activity record | All experts | TF | Planning/ Implementation | 2.00 | 1.00 | 50% | | | | | | | | | | | | |
| | | | | | 4.3.1 Total | 2.00 | 1.00 | 50% | | | | | | | | | | | | |
| | 4.3.2 (H-3): Conduct donor meeting to coordinate activities. | Meeting records | Suwa | Dr. Ali | Preparation/ Implementation | 2.50 | 2.50 | 100% | | | | | | | | | | | | |
| | | | | | 4.3.2 Total | 2.50 | 2.50 | 100% | | | | | | | | | | | | |
| | 4.3.3 (H-9): Promote the monitoring and supervision of RH indicators monthly in the pilot localities. | Monitoring record | Suwa | Dr. Tahani Ms. Fatheya | Situation survey | 0.20 | 0.20 | 100% | | | | | | | | | | | | |
| | | | | | Problem analysis | 0.10 | 0.10 | 100% | | | | | | | | | | | | |
| | | | | | Planning | 0.10 | 0.10 | 100% | | | | | | | | | | | | |
| | | | | | Monitoring meeting | 5.30 | 5.30 | 100% | | | | | | | | | | | | |
| | 4.3.3 Total | 5.70 | 5.70 | 100% | | | | | | | | | | | | | | | | |
| | 4.3.4 (H-10): Conduct VMW festival for dissemination of information about RH services and advocate for governmental employment of VMWs. | Activity record | Suwa | Ali Tahani | Situation survey | 0.10 | 0.10 | 100% | | | | | | | | | | | | |
| | | | | | Problem analysis | 0.10 | 0.10 | 100% | | | | | | | | | | | | |
| | | | | | Planning/ Preparation | 1.60 | 1.10 | 69% | | | | | | | | | | | | |
| Implementation | | | | | 1.30 | 0.70 | 54% | | | | | | | | | | | | | |
| 4.3.4 Total | 3.10 | 2.00 | 65% | | | | | | | | | | | | | | | | | |
| Output 4 Total | 64.06 | 59.87 | 93% | | | | | | | | | | | | | | | | | |

The activity number in bracket e.g. (H-1) indicates the activity was implemented and reported in the previous year

添付資料5: Work Breakdown Structure (WBS) (Vocational Training Cluster, Year 3)

Output 5: Kassala State Government's capacity to provide service for Vocational Training is strengthened.

←→ Plan ↔ Actual

Date:

Date: 2014/3/31

| Level 1 (Sub-Output Level) | Level 2 (Activity Level) | Outputs | JICA Experts in charge | CPs in charge | Milestone (Sub-Activity level) | Months (Plan) | Months (Actual) | Pro- gress (%) | 2011 | | | | | | | | | | | | 2012 | | | | | | | | | | | | 2013 | | | | | | | | | | | | 2014 | | | | If any delay or change, why? (Constraints) | | | | | | | |
|---|---|---|---------------------------------------|---|---|------------------|--------------------|----------------------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|--|--|--|--|--|--|--|--|--|--|--|
| | | | | | | | | | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5.1: Strengthen capacity of Kassala Vocational Training Center (KVTC) | Quality training programme responding local needs is implemented. | KVTC annual report, Record of short courses | Kume Kimura Yamamoto Nishiyama Ikawa | Hassan Maki Alharith | Support long-term (3-year) training courses of KVTC. | 3.10 | 3.10 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | Support short-term courses newly introduced to KVTC. | 2.70 | 2.50 | 93% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | Conduct tracer survey of KVTC graduates. | 0.60 | 0.60 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | Output-1 Total | 6.40 | 6.20 | 97% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Performance of KVTC staff is highly improved. | Training record, Evaluation by JICA experts, Staff self-evaluation report | Kume, Kimura Yamamoto Nishiyama Ikawa | Hassan Maki Emad Alharith | Develop KVTC human resources development plan | 0.50 | 0.50 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | Conduct KVTC staff training including TOT for instructors based on KVTC HRD plan. | 4.70 | 4.70 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | Support implementation of action plans prepared by participants of TOT | 2.61 | 2.31 | 89% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Output-2 Total | 7.81 | 7.51 | 96% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Training facilities and equipment are improved. | Facility record, Equipment record, KVTC annual report, Facility and equipment evaluation report | Nakamishi Nishiyama | Hassan Maki Adel | Rehabilitate KVTC training facility. | 3.50 | 3.00 | 86% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | Supply training equipment. | 2.50 | 2.40 | 96% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | Conduct training to KVTC staff on asset management. | 2.80 | 2.80 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Output-3 Total | 8.80 | 8.20 | 93% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Effective management system is established. | KVTC Strategic Plan, School management guidelines, Database, Minutes of meeting, KVTC annual report | Yamamoto Kume, Nishiyama Ikawa | Hassan Maki Ismail Alharith | Develop KVTC mid-term strategic plan. | 4.00 | 4.00 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Support implementation of KVTC strategic plan | 3.60 | 3.60 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Support development of guidelines | 2.70 | 2.70 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Improve information management system | 2.00 | 2.00 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Output-4 Total | 12.30 | 12.30 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Necessary amount of budget is secured for managing KVTC | KVTC annual (financial) report | Yamamoto Kume Nishiyama Ikawa | Hassan Maki Alharith Mustafa | Support making annual report | 3.90 | 3.90 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Support for preparing financial plan | 2.00 | 1.50 | 75% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Support income generation activities | 1.20 | 1.10 | 92% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Output-5 Total | 7.10 | 6.50 | 92% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Partnership between KVTC and its stakeholders (SCVTA, K-SCVTA, industrial sector, union/cooperatives, donor/NGO, educational institutions, etc.) is improved. | KVTC annual report | Yamamoto Kume Nishiyama Ikawa | Hassan Maki Alharith | Enhance relations between KVTC and its stakeholders | 4.20 | 4.00 | 95% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Output-6 Total | 4.20 | 4.00 | 95% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | | | | | | 46.61 | 44.71 | 96% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Appendix 3.

專門家派遣実績

Expert Assignment

| Position | Name | Organization | Year 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Year 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Year 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Man-Month | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|-------------------------|-----------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------|-----|-----|-----|-----|-----|-----|-----|-----|-------|-------|-------|--------|-------|-------|--------|--|--|--------|--|--|-------|--|--|--------|--|--|--|--|--|--|--|--|--|--|--|--------|--|--|--|--|--|--|--|--|--|--|--|--------|--|--|--|------|--|--|--|--|--|--|--|------|--|--|--|--|--|--|--|--|--|--|--|-----------|--|--|--|------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|-------|--|--|--|--|--|--|--|--|--|--|--|-------|--|--|--|--|--|--|--|--|--|--|--|-------|--|--|--|--|--|--|--|--|--|--|--|------|--|--|--|--|--|--|--|--|--|--|--|-------|--|--|--|------|
| | | | 2011 | | | | | | | | | | | | 2012 | | | | | | | | | | | | 2013 | | | | | | | | | | | | 2014 | | | | | | | | | | | | Year 1 | | | Year 2 | | | Year 3 | | | Total | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Sudan | Hapan | Sudan | Hapan | Sudan | Hapan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| A. Planning Cluster | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 23.93 | | | | | | | | | | | | 29.50 | | | | | | | | | | | | 21.87 | | | | | | | | | | | | 0.15 | | | | | | | | | | | | 75.30 | | | | 0.15 |
| 1. Development Planning and Deputy Team Leader / | Kiyofumi TANAKA | IDCJ | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 7.70 | | | | | | | | | | | | 11.00 | | | | | | | | | | | | 10.77 | | | | | | | | | | | | | | | | | | | | | | | | 29.47 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2. Development Planning / | Joji TERAHARA | IDCJ | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 3.43 | | | | | | | | | | | | 3.00 | | | | | | | | | | | | | | | | | | | | | | | | 6.43 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3. Public Financial | Retsu HAGIWARA | IDCJ | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 4.00 | | | | | | | | | | | | 8.00 | | | | | | | | | | | | 6.60 | | | | | | | | | | | | 0.15 | | | | | | | | | | | | 18.60 | | | | 0.15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4. Project Administration | Kai UTSUGI | IDCJ | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 4.50 | | | | | | | | | | | | 2.50 | | | | | | | | | | | | 1.50 | | | | | | | | | | | | | | | | | | | | | | | | 8.50 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5. Construction / Procurement | Keiichi YOSHIDA | IDCJ (GKK) | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 7.73 | | | | | | | | | | | | 4.57 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | | | | | | | | | | | | | 12.30 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| B. Water Cluster | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 19.50 | | | | | | | | | | | | 22.33 | | | | | | | | | | | | 13.40 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 55.23 | | | | 0.00 |
| 6. Urban Water Supply (Water Pipe Management) | Hirovuki SAKAMOTO | ESS | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 5.00 | | | | | | | | | | | | 6.00 | | | | | | | | | | | | 5.00 | | | | | | | | | | | | | | | | | | | | | | | | 16.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7. Urban Water Supply (Financial Management) | Yasuyuki KURODA | IDCJ | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 4.50 | | | | | | | | | | | | 4.83 | | | | | | | | | | | | 1.90 | | | | | | | | | | | | | | | | | | | | | | | | 11.23 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 8. Rural Water Supply Program | Kan SHICHUO | ESS | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 7.00 | | | | | | | | | | | | 8.50 | | | | | | | | | | | | 5.50 | | | | | | | | | | | | | | | | | | | | | | | | 21.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9. Rural Water Supply (Geophysical Survey) | Kengo OHASHI | ESS | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 3.00 | | | | | | | | | | | | 3.00 | | | | | | | | | | | | 1.00 | | | | | | | | | | | | | | | | | | | | | | | | 7.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| C. Agriculture and Livelihood Cluster | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 27.03 | | | | | | | | | | | | 33.46 | | | | | | | | | | | | 19.64 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 80.13 | | | | 0.00 |
| 10. Program / Water Harvesting | Naoki KOGA | IDCJ (AAI) | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 4.33 | | | | | | | | | | | | 8.33 | | | | | | | | | | | | 10.13 | | | | | | | | | | | | | | | | | | | | | | | | 22.79 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 11. Agriculture Marketing | Ippei ITAKURA | IDCJ | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 1.50 | | | | | | | | | | | | 6.50 | | | | | | | | | | | | 3.50 | | | | | | | | | | | | | | | | | | | | | | | | 11.50 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12. Agriculture Marketing | Michiko TSURUMINE | IDCJ | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 5.00 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | | | | | | | | | | | | | 5.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 13. Rural Development / Rural Organization | Naomi IMASE | IDCJ | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 4.70 | | | | | | | | | | | | 3.13 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | | | | | | | | | | | | | 7.83 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 14. Rural Development / Rural Organization / Horticulture | Kyoko AKASAKA | IDCJ | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 3.50 | | | | | | | | | | | | 1.00 | | | | | | | | | | | | 2.17 | | | | | | | | | | | | | | | | | | | | | | | | 6.67 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15. Mechanized Agriculture / Agricultural Cooperative | Taisuke TOKUOKA | IDCJ (Task Associates) | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 4.00 | | | | | | | | | | | | 5.00 | | | | | | | | | | | | 2.17 | | | | | | | | | | | | | | | | | | | | | | | | 11.17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 16. Horticulture | Junnosuke HARADA | IDCJ (KMC) | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 3.00 | | | | | | | | | | | | 7.17 | | | | | | | | | | | | 1.67 | | | | | | | | | | | | | | | | | | | | | | | | 11.84 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 17. Development / Rural Organization | Hiroshi NAWATA | IDCJ (RIHN) | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 1.00 | | | | | | | | | | | | 2.33 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | | | | | | | | | | | | | 3.33 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| D. Health Cluster | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 21.97 | | | | | | | | | | | | 28.16 | | | | | | | | | | | | 25.60 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 75.73 | | | | 0.00 |
| 18. Maternal and Child Health Program | Hiromi SUWA | IDCJ | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 7.50 | | | | | | | | | | | | 10.33 | | | | | | | | | | | | 12.30 | | | | | | | | | | | | | | | | | | | | | | | | 30.13 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 19. Maternal and Child Health (Training Management) | Azusa SHIMAZAKI | IDCJ (HANDS) | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 3.00 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | | | | | | | | | | | | | 3.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 20. Maternal and Child Health (Training Management) | Kayo TAOKA | IDCJ (HANDS) | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2.00 | | | | | | | | | | | | 4.60 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | | | | | | | | | | | | | 6.60 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 21. Maternal and Child Health (Training Management) | Kivoe ITO | IDCJ (Fujita Planning) | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 2.60 | | | | | | | | | | | | 5.60 | | | | | | | | | | | | | | | | | | | | | | | | 8.20 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 22. Development and Data Management | Fumiaki MOMIYAMA | IDCJ (Earl Consultants) | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 1.20 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | | | | | | | | | | | | | 1.20 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 23. Medical Equipment Management | Hirovuki KIMURA | IDCJ (Earl Consultants) | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 4.50 | | | | | | | | | | | | 1.10 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | | | | | | | | | | | | | 5.60 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 24. Medical Equipment Management | Naoki MIMURO | IDCJ (Inter-Techno) | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 3.20 | | | | | | | | | | | | 3.40 | | | | | | | | | | | | | | | | | | | | | | | | 6.60 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 25. Medical Equipment Management | Hiroshi YOSHINO | IDCJ (Fujita Planning) | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 0.80 | | | | | | | | | | | | | | | | | | | | | | | | 0.80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 26. Hospital Management and Maintenance | Tomovuki KURODA | IDCJ | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 1.87 | | | | | | | | | | | | 5.13 | | | | | | | | | | | | 1.80 | | | | | | | | | | | | | | | | | | | | | | | | 8.80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 27. Rural Health and Community Development | Atsuko TSURUTA | IDCJ | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 3.10 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | | | | | | | | | | | | | 3.10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 28. Health Monitoring and Coordinator | Kai Utsugi | IDCJ | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 1.70 | | | | | | | | | | | | | | | | | | | | | | | | 1.70 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| E. Vocational Training Cluster | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 12.67 | | | | | | | | | | | | 23.94 | | | | | | | | | | | | 10.40 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 47.01 | | | | 0.00 |
| 29. Vocational Training Program | Yukitaka DATE | SSC | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 5.47 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | | | | | | | | | | | | | 5.47 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 30. Vocational Training Program | Sachio YAMAMOTO | SSC | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 1.27 | | | | | | | | | | | | 1.50 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | | | | | | | | | | | | | 2.77 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31. Vocational Training Program | Ryuichi NISHIYAMA | SSC | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 2.10 | | | | | | | | | | | | 2.50 | | | | | | | | | | | | | | | | | | | | | | | | 4.60 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 32. School Management | Mariko IKAWA | SSC | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 4.97 | | | | | | | | | | | | 1.50 | | | | | | | | | | | | | | | | | | | | | | | | 6.47 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 33. Curriculum and Materials Development | Atsunori KUME | CJ for Extension (PASC) | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 4.00 | | | | | | | | | | | | 6.70 | | | | | | | | | | | | 3.40 | | | | | | | | | | | | | | | | | | | | | | | | 14.10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 34. Automobile Maintenance | Ryoichi Kimura | ESS | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 3.67 | | | | | | | | | | | | 1.50 | | | | | | | | | | | | | | | | | | | | | | | | 5.17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 35. Vocational Training Equipment and Facilities | Kentaro NISHIYAMA | SSC | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 1.20 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | | | | | | | | | | | | | 1.20 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 36. Vocational Training Equipment and Facilities | Yoshiya NAKANISHI | SSC | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 0.73 | | | | | | | | | | | | 5.00 | | | | | | | | | | | | 1.50 | | | | | | | | | | | | | | | | | | | | | | | | 7.23 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Reports, etc. | Report (△) Joint Coordinating Committee (JCC) Project Evaluation by JICA | | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 105.10 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 137.39 | | | | | | | | | | | | 0.00 | | | | | | | | | | | | 90.91 | | | | | | | | | | | | 0.15 | | | | | | | | | | | | 333.40 | | | | 0.15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Work in Sudan Ramadan | IDCJ: International Development Center of Japan ESS: Earth System Science SSC: System Science Consultants GKK: GKK Architects & En AAI: Appropriate Agriculture International KMC: Kaihatsu Management Consulting, Inc. IC/R: Inception Report PR/R: Progress Report IT/R: Interim Report F/R: Final Report WP: Work Plan | | [Gantt chart for 2011-2014] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 105.10 | | | | | | | | | | | | 137.39 | | | | | | | | | | | | 91.06 | | | | | | | | | | | | | | | | | | | | | | | | 333.55 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Assignment Schedule of JICA Experts

Appendix 4.

JCC 議事録

Minutes of Joint Coordination Committee

第 1 回合同調整委員会 2011 年 6 月 5 日

Minutes of 1st Joint Coordination Committee Meeting June 5th, 2011

第 2 回合同調整委員会 2011 年 11 月 3 日

Minutes of 2nd Joint Coordination Committee Meeting November 3rd, 2011

第 3 回合同調整委員会 2012 年 3 月 6 日

Minutes of 3rd Joint Coordination Committee Meeting March 6th, 2012

第 4 回合同調整委員会 2012 年 6 月 26 日

Minutes of 4th Joint Coordination Committee Meeting June 26th, 2012

第 5 回合同調整委員会 2012 年 12 月 20 日

Minutes of 5th Joint Coordination Committee Meeting December 20th, 2012

第 6 回合同調整委員会 2013 年 3 月 14 日

Minutes of 6th Joint Coordination Committee Meeting March 14th, 2013

第 7 回合同調整委員会 2013 年 7 月 3 日

Minutes of 7th Joint Coordination Committee Meeting July 3rd, 2013

第 8 回合同調整委員会 2013 年 9 月 29 日

Minutes of 8th Joint Coordination Committee Meeting September 29th, 2013

第 9 回合同調整委員会 2014 年 1 月 20 日

Minutes of 9th Joint Coordination Committee Meeting January 20th, 2014

第 10 回合同調整委員会 2014 年 4 月 28 日

Minutes of 10th Joint Coordination Committee Meeting April 28th, 2014

Minutes of JCC Meeting(1)

Minutes of Joint Coordinating Committee (JCC) Meeting on June 5th, 2011

1. Date: June 5th, 2011
2. Venue: Conference Room, Directorate of Planning and Development (DPD), State Ministry of Finance (SMoF), Kassala
3. Participants: Listed as Annex
4. Minutes of the Meeting:
 - (1) Mr. Gamal Mohammed, Director of Directorate of Planning and Development, State Ministry of Finance opened the meeting.
 - (2) Mr. Tanaka presented the outline of the Project. Following his presentation, Mr. Sakamoto, Mr. Koga, Ms. Suwa and Mr. Date presented their activities in respective clusters.
 - (3) Following comments, clarifications, discussions are made among participants;
 - Mr. Osman Bannaga, Secretary General of Strategic Planning Council (SPC) thanked the Japanese counterparts for explaining activities of the Project. He said he would study the Inception Report and make comments. He made clarification about local component of the project budget. Mr. Tanaka replied that responsibility would be shared by both State Government and JICA. State Ministry of Finance secured some budget allocated to the Project.
 - Mr. Mubarak of Kassala Vocational Training Center (VTC) commented that State Strategic Plan could be developed by the end of June. Discussion between State Government and JICA Team would be necessary to have consistency between the Project activities and State Strategic Plan. Mr. Tanaka responded that his understanding is that the Project activities are largely included in State Government's Strategic Plan. He encouraged discussion among related parties.
 - Mr. Hakeem of State Ministry of Agriculture, Forestry and Irrigation (MoAFI) commented that State's 5-year Strategic Plan needs to be revised in the next year. Therefore, preparatory work will start soon. Mr. Tanaka answered that UNDP would support evaluation of State's Strategic Plan. JICA Team will assist respective counterparts to evaluate current plan and formulate future plan. In any case, the JICA Team would support government's endeavor to formulate the strategy and the JICA Team was willing to discuss it.
 - Dr. Ali of State Ministry of Health (SMoH) expressed welcome to the JICA Team and the SMoH was ready to implement the project activities.
 - Lastly Mr. Tanaka requested to the participants provide comments by the end of June for JICA Team to finalize the Inception Report.
 - (4) The meeting was closed by the Chairperson, Mr. Gamal Mohammed, by expressing thanks for the comments and contributions.

Annex: Attendant List of JCC Meeting on June 5th, 2011

| No | Name | Position / Organization | E- mail Address | Telephone |
|----|------------------------|---|-----------------|-----------|
| 1 | Gamal Mohammed | Director of DPD, SMOF | | |
| 2 | Osman Bannaga Elshaikh | Secretariat General, State Strategic Planning Council (SPC) | | |
| 3 | Hashim Mohammed | DG, State Water Corporation (SWC) | | |
| 4 | A. Hakeem Elhassan | DG, SoMAFI | | |
| 5 | Dr. Ali Adam | Reproductive Health Coordinator, SMoH | | |
| 6 | Mubarak Abdelrahman | Director, Kassala VTC | | |
| 7 | Peter Lual | Ministry of International Cooperation (MIC) | | |
| 8 | Sachi Yamada | Project Formulation Adviser, JICA Sudan Office | | |
| 9 | Halima Abdeen | Administrative Assistant, JICA Sudan Office | | |
| 10 | Osman Rahamatala | Kassala Broadcasting | | |
| 11 | Kiyofumi Tanaka | JICA Expert | | |
| 12 | Retsu Hagiwara | JICA Expert | | |
| 13 | Kai Utsugi | JICA Expert | | |
| 14 | Keiichi Yoshida | JICA Expert | | |
| 15 | Hiroyuki Sakamoto | JICA Expert | | |
| 16 | Yasuyuki Kuroda | JICA Expert | | |
| 17 | Kan Shichijo | JICA Expert | | |
| 18 | Naoki Koga | JICA Expert | | |
| 19 | Kyoko Akasaka | JICA Expert | | |
| 20 | Taisuke Tokuoka | JICA Expert | | |
| 21 | Hiromi Suwa | JICA Expert | | |
| 22 | Hiroyuki Kimura | JICA Expert | | |
| 23 | Yukitaka Date | JICA Expert | | |
| 24 | Atsunori Kume | JICA Expert | | |
| 25 | Ibrahim Hassan Omer | JICA Project Secretary | | |
| 26 | Dr. Tarig Abdalrahman | JICA Medical Adviser | | |
| 27 | Salih Mohammed | JICA Research Assistant (Vocational Training) | | |

Appendix 1

**Minutes of Joint Coordination Committee (JCC) Meeting
for “Capacity Development Project for Provision of the Services
for Basic Human Needs in Kassala (K-TOP Project)”**

- 1. Date and Time:** 11:30 to 13:30 on 3rd November 2011 (Thu)
- 2. Venue:** Conference Room, Directorate of Planning and Development (DPD), State Ministry of Finance (SMoF), Kassala
- 3. Participants:** Listed as Annex 1
- 4. Minutes of the meeting**

Mr. Gamal Mohammed, Director of Directorate of Planning and Development (DPD), State Ministry of Finance, (SMoF) opened the JCC meeting, and Mr. Musa Osheik, Director General (DG) of SMoF, presented the outline of K-TOP Project. Following his presentation, Mr. Tanaka, Mr. Sakamoto, Mr. Koga, Ms. Suwa and Mr. Date presented their activities in respective clusters. After the presentation, the following comments, clarifications, discussions were made by the participants;

- Mr. Willy, Team Leader of ERDP, commented that monitoring and evaluation activities in agriculture cluster have not mentioned in Mr. Koga’s presentation. Since ERDP developed a monitoring form for their activities, he hoped that JICA will also utilize this form in monitoring K-TOP Project.
- Mr. Koga, JICA Expert, answered that monitoring and evaluation activities in agriculture cluster will be conducted next year.
- Mr. Hakeem, DG of SMoAFI, commented on monitoring and evaluation and stated that internal evaluation has been done in mechanized agriculture zone, but not yet analysed, so SMoAFI will start analysis of this internal evaluation to see what are challenges.
- Dr. Artoli, Director of PHC, SMoH, commented that Ministry of Health still faces the gap in recruiting more doctors.
- Ms. Kajimura of UNCHR asked how many midwife schools exist in each locality.
- Dr. Artoli commented that we did not have midwife school in localities
- Mr. Mubarak of Kassala Vocational Training Center (KVTC) stated that KVTC has the problem that no JICA experts in Vocational Training Cluster are staying for a long term, and Mr. Date is too busy to have daily consultation with KVTC, and KVTC needs a long-term JICA expert like other clusters.
- Mr. Musa, DG of SMoF, commented that if a long-term JICA expert is available in Vocational Training Cluster, it will improve the situation of KVTC.
- Mr. Tanaka commented that Mr. Mubarak of KVTC officially retired in September 2011, and asked the progress to find a good successor to him.
- Mr. Musa answered that this issue is under discussion in the Ministry of Finance.
- Mr. Tanaka introduced new collaboration between JICA and UNCHR in Vocational Training Cluster and Agriculture and Livelihood Cluster.
- Ms. Afkar of CDF commented that more collaboration with NGOs in K-TOP Project would be helpful.
- Mr. Kuroda asked the participants whether they approve the proposed revision of PDM in Water Cluster (as attached in Annex 2), and all participants agreed with this revision.
- Mr. Tanaka explained that the purpose of this meeting to explain the summary of the Progress Report No. 1 to get comments from various stakeholders, and asked the participants to read the draft of the Progress Report No. 1 and make comments before 18th November.

The meeting was closed by the chairperson, Mr. Musa Osheik, by expressing his thanks for the comments and contributions by the participants.

Annex 1: List of Participants in JCC Meeting on 3rd November 2011

| No | Name | Position/organization | E-mail address | Telephone |
|----|-----------------------|--|----------------|-----------|
| 1 | Musa Osheik | DG, SMoF | | |
| 2 | Gamal Mohammed | Director, DPD, SMoF | | |
| 3 | Hashim Mohammed | DG, SWC | | |
| 4 | Isam Eldin khojali | Engineer, SWC | | |
| 5 | Abdul Hakeem Elhassan | DG, SMoAFI | | |
| 6 | Dr. Abdalgadir Artoli | Director of PHC, SMoH | | |
| 7 | Mubarak A. Rahman | Director, KVTC | | |
| 8 | Willy van Kempen | Team Leader, ERDP | | |
| 9 | Hope Okuga | Agriculture Specialist, UNCHR | | |
| 10 | Nayo Kajimura | Associate Livelihood Officer, UNHCR | | |
| 11 | Afkar Osman | CDF | | |
| 12 | Kiyofumi Tanaka | Japanese Expert | | |
| 13 | Hiroyuki Sakamoto | Japanese Expert | | |
| 14 | Yasuyuki Kuroda | Japanese Expert | | |
| 15 | Kan Shichijo | Japanese Expert | | |
| 16 | Kengo Ohashi | Japanese Expert | | |
| 17 | Naoki Koga | Japanese Expert | | |
| 18 | Taisuke Tokuoka | Japanese Expert | | |
| 19 | Naomi Imase | Japanese Expert | | |
| 20 | Michiko Tsurumine | Japanese Expert | | |
| 21 | Hiromi Suwa | Japanese Expert | | |
| 22 | Yukitaka Date | Japanese Expert | | |
| 23 | Akrem Ismael | Research Assistant | | |
| 24 | Ibrahim Hassan | Project Secretary | | |

Annex 2: Revision of the PDM in the Water Supply Cluster

| Original Plan (in PDM) | Revision |
|--|--|
| Activity 2.1: Strengthen capacity of operation and maintenance of water supply in Kassala Town | |
| <p>2.1.1: Update the inventory of water distribution network in Kassala Town on GIS system.</p> <p>2.1.2: Compile manuals on operation and maintenance of water distribution network in Kassala Town.</p> <p>2.1.3: Coordinate training of SWC staff in collaboration with PWCT on operation and maintenance of water distribution network.</p> <p>2.1.4: Propose an annual work plan for maintaining and renovating water distribution network in Kassala Town.</p> <p>2.1.5: Make policy recommendations on operation and maintenance of urban water supply facilities in Kassala State.</p> | <p>2.1.1: no change</p> <p>2.1.2: no change</p> <p>2.1.3: no change</p> <p>2.1.4: no change</p> <p>2.1.5: no change</p> |
| Activity 2.2: Strengthen capacity of financial management in State Water Corporation (SWC) office | |
| <p>2.2.1: Design and build the database of customers in Kassala Town.</p> <p>2.2.2: Compile a manual and train SWC staff on database management on PC.</p> <p>2.2.3: Make policy recommendations on financial management of SWC based on database of customers.</p> | <p>2.2.1: no change</p> <p>2.2.2: no change</p> <p>2.2.3: no change</p> <p>The followings will be added:</p> <p>2.2.4: Conduct training of financial management <i>Reason for change: Training of “basic financial management” in June 2011 was not enough for the SWC accountants. It is necessary for them to more develop their accounting knowledge and skills.</i></p> <p>2.2.5: Assist accountants in inputting financial data into computers on OJT base <i>Reason for change: Many SWC accountants learned how to operate Word, Excel by the “Computer skill training” in July/ August 2011. Many financial documents are handwritten. They would thus like to input financial data into computers with an assistance of instructors. This input will lead to a computerized financial management.</i></p> <p>2.2.6: Summarize actual water use volume data to compare the tariffs. <i>Reason for change: Water meters have been installed in offices/ commercial buildings/ private houses to obtain their individual use volume. It is important to summarize the actual data in comparison with their respective tariffs. The data will be a good tool to revise the current tariff and the first step to change the current charge system into a use-volume-charge-one.</i></p> <p>2.2.7: Conduct interview with customers to hear their needs and complaints <i>Reason for change: SWC has many customers who do not pay their water charges. This non-payment generates a SWC profit reduction and cash shortage, being a critical issue of the SWC financial management. It is important to conduct interviews with those non-payment customers, thereby hearing their needs and discussing their complaints.</i></p> |

| | |
|---|---|
| Activity 2.3: Strengthen capacity of operation and maintenance of rural water supply facilities in Kassala State | |
| <p>2.3.1: Collect information on good practices and manuals of operation and maintenance of rural water supply system in Sudan.</p> <p>2.3.2: Compile a manual for appropriate techniques for operation and maintenance of rural water supply facilities in Kassala State.</p> <p>2.3.3: Train SWC staff and establish the maintenance team and system for rural water supply facilities based on the division of works set by State Government.</p> <p>2.3.4: Train private sector and communities on operation and maintenance of rural water supply facilities based on the division of works set by State Government.</p> <p>2.3.5: Conduct the geophysical survey for the poor areas with ground water resources in northern Kassala State.</p> <p>2.3.6: Conduct a planning survey in selected pilot sites, and design the rehabilitation works based on the division of works set by State Government.</p> <p>2.3.7: Rehabilitate rural water supply facilities in pilot sites based on the division of works set by State Government.</p> <p>2.3.8: Make policy recommendations on operation and maintenance of rural water supply facilities in Kassala State.</p> | <p>2.3.1: no change 2.3.2: no change 2.3.3: no change 2.3.4: no change 2.3.5: no change 2.3.6: no change 2.3.7: no change 2.3.8: no change</p> <p>The followings will be added:</p> <p>2.3.9: Prepare a water supply plan in the pilot project areas <i>Reason for change: According to SWC Management in the PCM workshop (July 5, 2011), a water supply plan is essential to prevent a friction among villages. Construction of a water supply facility will be carried out in the 1st year in the pilot project areas. In addition to this hard ware construction, it is effective to prepare a water supply plan, one of rural water supply management.</i></p> |
| The following “Activity 2.4” will be added: | |
| <p>Activity 2.4: Strengthen capacity of SWC organizational management <i>Reason for change: it is found that SWC has some issues in its organizational management: insufficient information sharing, ambiguous job description/ responsibility, unsystematic operation/ maintenance of facilities and equipment, insufficient human resource development and others. It is essential to improve the SWC organizational management by solving these issues.</i></p> | |
| | <p>2.4.1: Assist SWC to establish an operation and maintenance system of urban water supply <i>Reason for change: The Project procured necessary equipment for operation and maintenance of Kassala water supply plants. The equipment was handed over to the SWC side on September 15, 2011. SWC constructed a workshop at the East Office to store the equipment. The JICA expert team will assist SWC to establish a management system of operation and maintenance as well as supply such hardware.</i></p> <p>2.4.2: Support SWC to establish a training unit in its organization <i>The seven (7) SWC staff participated in the PWCT training from 2008 to July, 2011. The PWCT planed four (4) training courses for Kassala SWC upon request of its General Director. Fifteen (15) SWC staff will participate in the four courses consisting of “Well management”, “Operation and Maintenance”, “GIS/Data Base”, and “Pipe network” .The trainees will be able to plan and implement training for other SWC staff, and village operators. The General Director would like to establish a training unit under the administration department to</i></p> |

systematically conduct "TOT". Therefore, it is necessary to support SWC to found the training unit.

2.4.3: Assist SWC to implement workshops, training and OJT for organizational management

Reason for change: SWC has some issues in its organizational management: insufficient information sharing, ambiguous job description/ responsibility, insufficient human resource development, as mentioned. It is necessary to clarify job description of each section/ employee and establish an information sharing system.

2.4.4: Support SWC to strengthen a billing and collection system of urban water supply with customer database

Reason for change: Gedaref SWC conducts a more systematic billing and collection. Their non-payment-customers are 40%, less than that of Kassala SWC, 60-70%. More systematic billing and collection would be effective to decrease non-payment customers in Kassala.

2.4.5: Assist SWC to strengthen a fee collection system of rural water supply in the pilot project areas

Reason for change: According to SWC Management in the PCM workshop (July 5, 2011), water fee collection system is essential to operate and maintain rural water supply facilities. Otherwise, the new facilities in the pilot project areas might not be used in the long run due to absence of financial support.

Minutes of JCC Meeting (3)

2nd Joint Coordinating Committee (JCC) Meeting for “Capacity Development Project for Provision of the Services for Basic Human Needs in Kassala (K-TOP Project)”

- 1. Date and Time:** 11:00 to 14:20 on 6th March 2012 (Tu)
- 2. Venue:** Conference Room, Directorate of Planning and Development (DPD), State Ministry of Finance (SMoF), Kassala
- 3. Participants:** Attached as Annex 1.
- 3. Agenda:** Attached as Annex 2.
- 4. Minutes of the Meeting:**

After Mr. Gamal Mohammed Hassan, Director General, Directorate of Planning and Development (DPD) of SMoF, opened the meeting, the counterpart in each cluster reported the progress of K-TOP Project from October 2011 to February 2012 using the PowerPoint slides. The following are the questions and comments made after the presentation of each cluster.

(1) Planning Cluster

Mr. Khalid (ERDP): I have two comments: 1) Kaizen approach is a unique Japanese system which can be applicable and useful to Kassala, so I want JICA to expand Kaizen approach to all sectors in Kassala State Government, not only for five clusters in K-TOP Project. 2) Improvement of monitoring and evaluation system is necessary not only for DPD, but also for other sectors.

Mr. Tanaka (JICA Expert): About the expansion of Kaizen approach, we have received some proposals on how to expand Kaizen approach outside DPD for the next fiscal year. For example, we received a proposal from CFCI unit in DPD to conduct Kaizen training in 5-6 localities. For 2nd Year, we plan to conduct a study tour to India to learn their practice and application of Kaizen approach, and to invite an Egyptian expert for Kaizen training in Kassala, who can deliver Kaizen lecture in Arabic.

Mr. Gamal (DPD): Kaizen approach can be expanded outside DPD, so we are soliciting good proposals to do so. We have already received a proposal prepared by DPD's CFCI Unit, which proposes for CFCI Unit to conduct Kaizen training in 5-6 localities together with the Project.

(2) Water Cluster

Mr. Hassen Maki (Director, Kassala Vocational Training Center (KVTC)): The mobile training for rural water maintenance and management is important, but currently not available in SWC.

Mr. Kuroda (JICA Expert): We have already conducted pilot training on how to operate and maintain rural water facilities, and also basic financial management training in SWC. In addition to that, we are preparing a textbook for the basic financial management and plan to provide financial management training in all clusters under this Project.

Ms. Kajimura (UNHCR): If the Project plans to expand training in rural areas, UNHCR/UNDP can cooperate on training on how to improve rural water supply, because UNHCR/UNDP have a list of organizations working in this area.

Ms. Bahga (JICA Research Assistant): What is the relation between the community and SWC in Wad El Helew? I heard there is a problem with water management in rural areas.

Mr. Hashim (Director, SWC): SWC has a good relation with the community in Wad El Helew, and we are doing our best in order to succeed in well rehabilitation in all rural areas. Ten years ago, more than 60% of the rural areas were suffering from the bad quality of water, so we started to dig and construct new wells in these areas, but we found the budget was not enough. While I discussed this issue with the State Governor, there is no solution at this moment.

Mr. Mohammed Ibrahim (UNDP): I recommend JICA to work on the issue of the overuse (or misuse) of water due to lack of awareness in the communities.

Mr. Kuroda (JICA Expert): SWC has just established Communication Department to raise the people's awareness in the communities, and plans to strengthen their awareness through the Muslim seminars during Friday prayers, so that we can sensitize a lot of people about how to use and save the valuable water.

Mr. Mohammed Ibrahim (UNDP): The people in Kassala State are suffering from the shortage of water. Does SWC have any plan to fill this gap?

Mr. Hashim (SWC): We have a shortage of water during summer, due to the leakage in water pipe. To remedy this situation, SWC established a new system which uses GIS map to identify the leakage areas, so the problem will be solved soon.

(3) Agriculture and Livelihood Cluster

Mr. Mohammed Ibrahim (UNDP): Demonstration farms need to improve not only production of the crops, but also income for farmers.

Ms. Tsurumine (JICA Expert): I agree with you. After we cultivated potato in demonstration farms, we have already sold it in the market to increase farmers' income.

(4) Health Cluster

Dr. Ali Adam Mohammed (RH Coordinator, SMoH): I would like to add one point to Ms. Suwa's presentation: DG and RH Coordinator of SMoH went to Japan for training in January and we have learned a lot from this training in Japan.

(5) Vocational Training Cluster

Mr. Mohammed Ibrahim (UNDP): Both JICA and UNDP are assisting KVTC, so I want to know whether the coordination among KVTC, JICA and UNDP is going well.

Mr. Hassan Maki (KVTC): The coordination is OK, but our big problem is the running cost such as purchase of the raw materials for the training. Since the contribution from the government is not enough, we still need more supports from NGOs and donors.

Ms. Bahga (JICA Research Assistant): What about a new course for women? Is there any chance for women to receive vocational training to raise income?

Mr. Hassan Maki (KVTC): With UNDP fund, we constructed a hall to train women on sewing machines, and this year we started to construct a new training hall for the food processing course for women.

Mr. Mohammed Ibrahim (UNDP): We understand that KVTC is supporting women in sewing and food processing, but I would like to suggest to train women on micro-enterprise skills to promote self-employment among women, because there is a big problem of the jobless youth in the rural area.

Mr. Tanaka (JICA Expert): JICA experts in VTC are assisting in formulating a strategic plan for vocational training in Kassala, which I believe will take care of your suggestions. Thanks for your ideas.

After finishing questions and comments sessions, Mr. Tanaka, K-TOP Project Team Leader, concluded the meeting by appreciating all the comments made by the participants, which can be utilized to improve the future activities in K-TOP Project.

Annex 1:

List of Participants in the JCC Meeting on 6th March 2012

| No | Name | Position/organization | E-mail address | Telephone |
|----|------------------------------|---------------------------------------|----------------|-----------|
| 1 | Gamal Mohammed Hassan | DG, DPD, SMoF | | |
| 2 | Houida Ali Farh | DPD, SMoF | | |
| 3 | Hashim Mohammed | Director, SWC | | |
| 4 | Elgaali Ibrahim | Director, TTEA, SMoAFI | | |
| 5 | Dr. Omer Suleiman | Director of Preventive Medicine, SMoH | | |
| 6 | Dr. Ali Adam Mohammed | RH Coordinator, SMoH | | |
| 7 | Hassan Maki | Director, KVTC | | |
| 8 | Fauad Zakaria | Commissioner of Government | | |
| 9 | Nayo Kajimura | UNHCR Kassala | | |
| 10 | Mohammed Ibrahim | Project Manager, UNDP | | |
| 11 | Khalid Mohamed Ali | Project Manager, ERDP | | |
| 12 | Dr. Salma Abdelrhaman | Italian Cooperation (Health Sector) | | |
| 13 | Atchi Reuzto Proie H. | Italian Embassy (Project Manager) | | |
| 14 | Mukhtaynoyay | Italian Embassy | | |
| 15 | Kiyofumi Tanaka | JICA Expert | | |
| 16 | Keiichi Yoshida | JICA Expert | | |
| 17 | Yasuyuki Kuroda | JICA Expert | | |
| 18 | Kan Shichijo | JICA Expert | | |
| 19 | Michiko Tsurumine | JICA Expert | | |
| 20 | Hiromi Suwa | JICA Expert | | |
| 21 | Kayo Taoka | JICA Expert | | |
| 22 | Akrem Ismael Adem | K-TOP Research Assistant | | |
| 23 | Shakir Timothous Kunda | K-TOP Research Assistant | | |
| 24 | Dr. Tarig Abdelrahman Khalid | K-TOP Medical Advisor | | |
| 25 | Bahga Galal | K-TOP Research Assistant | | |
| 26 | Nazik Mubark | K-TOP Research Assistant | | |
| 27 | Ibrahim Hassan | K-TOP Project Secretary | | |

**Joint Coordination Meeting (JCC) Meeting for
“Capacity Development Project for Provision of the Services
for Basic Human Needs in Kassala (K-TOP)”**

1. Date and Time: 6th March 2012 (Tue) 11:00 – 13:00

2. Venue: Conference Room, Directorate of Planning and Development, State Ministry of Finance, Kassala

3. Objectives

To report and discuss the progress of K-TOP project from October 2011 to January 2012 by introducing the summary contents of the draft Progress Report No. 2.

The presentation by each cluster will cover the following points:

- 1) the major activities conducted from October 2011 to January 2012
- 2) challenges and lessons learned from Year 1 activities, and
- 3) draft plan and directions for Year 2 activities

4. Participants

1) Chairperson

- Director General of State Ministry of Finance, Kassala

2) Members

a. Representatives of Kassala State Government

- Director General of Directorate of Planning and Development, State Ministry of Finance
- Representative(s) of State Ministry of Health
- Representative(s) of State Ministry of Agriculture, Forestry and Irrigation
- Representative(s) of Kassala Vocational Training Center
- Representative(s) of State Water Cooperation
- Representative(s) of other State Government institutions, when requested by the counterparts or JICA expert team

b. Representatives of Development Partners in Kassala

- Representative(s) of UNDP
- Representative(s) of UNHCR
- Representative(s) of UNICEF
- Representative(s) of ERDP
- Representative(s) of CDF
- Representative(s) of other donor agencies, when requested by the counterparts or JICA expert team

c. Representatives from Japanese side

- Japanese Expert Team of the Project

5. Time Table

11:00 - 11:05 Opening Remark by Chairperson
11:05 - 11:10 Self-introductions of the participants

Presentation (10 min) of the summary of the draft Progress Report No. 2 by Japanese Expert team, and Q&A and discussions among the participants (10 min)

11:10 - 11:30 (1) Planning Cluster (Presentation, Q&A and discussions)
11:30 - 11:50 (2) Water Supply (Presentation, Q&A and discussions)
11:50 - 12:10 (3) Agriculture and Livelihood (Presentation, Q&A and discussions)
12:10 - 12:30 (4) Health (Presentation, Q&A and discussions)
12:30 - 12:50 (5) Vocational Training (Presentation, Q&A and discussions)

12:50 - 12:55 Closing Remark 1 (by Leader of JICA Expert Team)
12:55 - 13:00 Closing Remark 2 (by Director of DPD)

**3rd Joint Coordinating Committee (JCC) Meeting
for “Capacity Development Project for Provision of the Services
for Basic Human Needs in Kassala (K-TOP Project)”**

- 1. Date and Time:** 9:00 to 15:00 on 26th June 2012 (Tue)
2. Venue: Conference Room, Directorate of Planning and Development (DPD), State Ministry of Finance (SMoF), Kassala
3. Participants: Attached as Annex 1.
3. Program: Attached as Annex 2.
4. Minutes of the Meeting:

The third Joint Coordinating Committee (JCC) meeting of K-TOP Project was held as a Joint Workshop between Kassala State Government and the Federal Government on 26th June 2012, when the Federal Government representatives conducted Field Visit to Kassala from 24th to 27th June 2012.

Mr. Gamal Mohammed Hassan, Director General, Directorate of Planning and Development (DPD) of State Ministry of Finance (SMoF), moderated the whole workshop, whose participants is attached in Annex 1 and program is attached in Annex 2.

After the groups work was conducted by the five clusters in Session 1, each group (Kassala State Government representative) presented the results of their discussion on the key issue in each cluster in Session 2. The following are the questions and comments received after the presentation by each cluster:

(1) Planning Cluster

(No questions and comments were made on the presentation by the Planning Cluster.)

(2) Agriculture and Livelihood Cluster

Mr. Kamal of Ministry of International Cooperation (MIC) asked how State Ministry of Agriculture, Forestry and Irrigation (SMoAFI) and JICA evaluate the field experiments of tomato and potato cultivation.

Mr. Ali, DG of SMoAFI answered that generally, Planning Department of SMoAFI evaluates activities undertaken by each department, and he, as DG, also assesses the results of activities. For JICA K-TOP activities, SMoAFI had a workshop to discuss and review the results of the field experiments on potato cultivation. JICA K-TOP also assisted dissemination of new techniques of tomato production, such as using seedling tray. Some techniques are easy to follow, while others may face difficulty in disseminating at a large scale. Not only Japanese experts but also Sudanese experts are discussing appropriateness of new techniques, for example, by considering financial appropriateness. SMoAFI is considering the development of new techniques that are simple and easy to follow by farmers.

Mr. Harada and Mr. Koga, JICA K-TOP experts, added that field experiments on tomato cultivation are still on-going, so evaluation will be done at the harvesting time.

Mr. Kamal of MIC also asked about the measures for potato storage, to meet high demand during the scarcity season.

Mr. Ali of SMoAFI answered that storage of potatoes is a challenging issue, because potatoes require special arrangement for storage. SMoAFI has been concerned about storage for potatoes, and plans to examine the possibility of making farmers associations to utilize storage facilities. Kassala has a good potential for potato production, but potato could be planted only one time in a year in Kassala.

Ms. Samira, Agricultural Planning Dept. of SMoAFI, commented that in order to sell horticulture crops at the high profit time, she would like to seek the possibility of developing a high value chain for horticultural crops, such as development of processing and storage factories, in collaboration with JICA, if possible.

(3) Water Cluster

Dr. Abdel of Federal Ministry of Health (FMoH) pointed out that water quality is related to the health, so it is important to pay attention to the issue of water and health. He also pointed out the importance of rehabilitation of rural water yards beyond the pilot villages.

Mr. Hashim of State Water Corporation (SWC) replied that SWC is implementing another project called WES (Water and Environmental Sanitation) under UNICEF, and the issue of water and health and hygiene education are taken care of by WES Project. He also replied that SWC recognized the problem of sustainable rural water supply. SWC will establish a model rural water supply operation and maintenance system in Wad El Helew first, then plans to rehabilitate other water yards in rural areas in Kassala State.

Mr. Gamal of DPD pointed out that the cooperation between SWC and Kassala Vocational Training Center (KVTC) on training on operation and maintenance of rural water system was proposed and agreed in the last JCC meeting in March 2012, so he wanted to know the progress after March 2012. He also commented that any government institutions including locality commissioner's office in Wad El Helew need to pay water tariff to SWC. To strengthen sustainability of rural water system in Wad El Helew, SWC should seek a official letter from SMOF and State Ministry of Physical Planning and Public Utilities to direct all offices in Wad El Helew to pay water charge to SWC.

Mr. Hassan of KVTC replied that strengthening relationship between SWC and KVTC is very encouraging and he will pursue this possibility with SWC.

Mr. Hashim of SWC replied that it is true that not all government institutions in Wad El Helew are paying water fee now, but for the sake of sustainability, he will try to collect water charges from these institutions.

(4) Health Cluster

Mr. Gamal of DPD commented that introducing medical equipment management in the hospitals is a good step forward to keep medical equipment in a good condition for a long time. When he visited many hospitals in the state, he often found that many medical equipment provided by various donors were damaged, because there is no management system.

Ms. Suwa, JICA expert in Health Cluster, commented that the problem is shortage of medical engineers in Kassala state. Kassala state has only 5 or 6 medical engineers to manage all medical equipment in the state, while SMOH is trying to recruit some medical engineers. Activities on medical equipment management are to make an inventory list of medical equipment in the pilot hospitals and to create a network sharing medical equipment information among medical engineers and hospitals in charge of medical equipment for trouble shooting.

Dr. Artoli, Director of PHC in SMOH, commented that SMOH has medical engineers, and SMOH is trying to train them and send them to any hospital, if there is any problem on medical equipment. Since SMOH recognizes that the number of medical engineers is not enough, and SMOH is trying to recruit more engineers, but the problem is, when SMOH announces for recruitment, there are no medical engineers available. SMOH is also planning to establish a central workshop for medical equipment.

Dr. Abdel of FMoH commented that collaboration between KVTC and SMOH is needed for minor maintenance and repair for medical equipment.

Dr. Omer, Director of Preventive Medicine in State Ministry of Health (SMoH), commented that preventing communicable diseases in the hospitals requires proper handling of medical waste, so it is important to train hospital staff and change their behaviour to manage medical waste properly.

Dr Artoli commented that JICA K-TOP Project focuses on reproductive health in Wad El Helew Hospital, but SMOH has to provide the full package of primary health care in all rural hospitals including Wad El Helew Hospital. He added that the collaboration between Girba Hospital and Wad El Helew Hospital is good, which can result in improvement of reproductive health services in Wad El Helew Hospital.

Dr. Abdel of FMoH, commented that Water Cluster should request health cadres who are trained in water sanitation, and there should be collaboration between SMOH and SWC.

(5) Vocational Training Cluster

Mr. Hassan of KVTC stressed that KVTC could be a model for Sudan as an excellent vocational training center, since KVTC has been piloting the cooperation with the private sector such as Sudan Sugar Company.

Mr. AbdulRahman of Federal TTEA Center in Kassala commented that currently there is no formal connection between Ministry of Agriculture and Vocational Training Centers in Sudan, but both sides are in need of each other.

Mr. Mustafa of SCVTA replied that in Kassala, there is a connection between SMOAFI and KVTC, since the diesel section of KVTC is going to be modified to Agricultural Machinery section. He thinks that this is KVTC's effort to create relation with SMOAFI. He also added that SCVTA is also going to sign Memorandum of Understanding with Kenana Sugar Company to exchange similar benefits.

Mr. Gamal of DPD commented that because of the importance of vocational training in Kassala, Kassala State Government recently established State Council for Vocational Training and Apprenticeship headed by the Financial Minister, to promote and supervise all vocational training activities in Kassala. Now the Embassy of Japan is assisting construction of a dormitory in KVTC, which will attract more villagers to participate in KVTC courses.

Ms. Yamada of JICA Sudan Office commented that human resources development is K-TOP's focal activities, so connection between KVTC and other clusters is highly beneficial for K-TOP.

Mr. Mustafa of SCVTA commented that he is willing to inform all stakeholders in Sudan about K-TOP's multi-cluster intervention in Kassala as a good practice. Through this Field Trip and Joint Workshop in Kassala, he felt the strong need to strengthen cooperation between State and Federal level more.

In the closing session, Mr. Tanaka of K-TOP Project requested all participants to publicize the achievements and impacts of the activities in each cluster through the media, so that the local population becomes more aware of the improved government services in Kassala.

Ms. Yamada of JICA Sudan Office commented that she has been observing various synergy effects among five clusters, and she found stronger ownership and commitment in Kassala State Government. She realized that many clusters are tackling similar issues such as introducing Kaizen approach to improve management and organizational capacity. She proposed to introduce capacity development awards to the counterparts who developed their capacity and improved their work through Kaizen approach. She stressed the importance of sustainability by Kassala State Government, as K-TOP Project will end in one and half years.

Dr. Abdel of FMOH, as a representative from the Federal Government, expressed his thanks to JICA and evaluated the Field Trip to observe K-TOP activities in five clusters and the Joint Workshop in Kassala as very fruitful. He also expressed his support to the mid-term review of K-TOP Project which is scheduled in September 2012.

Finally Mr. Gamal closed the workshop by expressing his appreciation to all participants' active participation during the workshop.

Annex 1:

List of Participants in the 3rd JCC Meeting (Joint Workshop0 on 26th June 2012

| No | Name | Position / Organization | E-mail address | Telephone |
|------------------------------------|------------------------------|---|----------------|-----------|
| A. Federal Government | | | | |
| 1 | Kamal Mohmed | Project Coordinator, Asian Department, Ministry of International Cooperation (MIC) | | |
| 2 | Abdelmajed Ahmed Abdelmajed | GIS, Water Quality Coordinator, Public Water Corporation Training Center (PWCT) | | |
| 3 | AbdulRahman Yassin | Federal TTEA Centre in Kassala, Federal Ministry of Agriculture and Irrigation (FMoAI) | | |
| 4 | Dr. Abdel Majed Mordis Ahmed | Public Health Officer, Planning and State Affairs, Primary Health Care (PHC) Directorate, Federal Ministry of Health (FMoH) | | |
| 5 | Mustafa Elardi Ahmed | General Director, Supreme Council for Vocational Training and Apprenticeship (SCVTA) | | |
| B. Kassala State Government | | | | |
| 6 | Gamal Mohammed Hassan | DG, DPD, SMoF | | |
| 7 | Omer Dafallah | Monitoring and Evaluation Unit, DPD | | |
| 8 | Hashim Mohammed | Director, SWC | | |
| 9 | Ali Mohamed Ali | DG, State Ministry of Agriculture, Forestry and Irrigation (SMoAFI) | | |
| 10 | Samira Hassan Hamed | Director of Agriculture Planning, SMoAFI | | |
| 11 | Dr. Omer Suleiman | Director of Preventive Medicine, SMoH | | |
| 12 | Dr. Abdulgadir Artoli | Director of PHC, SMoH | | |
| 13 | Dr. Tahani Khidir | Deputy RH Coordinator, SMoH | | |
| 14 | Hassan Maki | Director, KVTC | | |
| C. JICA Sudan Office | | | | |
| 15 | Michiko Yokoyama | Project Formulation Advisor (Trade, PR) | | |
| 16 | Masahiro Shiomi | Project Formulation Advisor (Agriculture) | | |
| 17 | Sachi Yamada | Project Formulation Advisor (Eastern Sudan) | | |
| 18 | Kiyoe Narita | Maternal Health Expert | | |
| D. JICA K-TOP Project | | | | |
| 19 | Kiyofumi Tanaka | JICA Expert (Planning Cluster) | | |
| 20 | Retsu Hagiwara | JICA Expert (Planning Cluster) | | |
| 21 | Kai Utsugi | JICA Expert (Planning Cluster) | | |
| 22 | Mana Jingushi | Project Assistant (Planning Cluster) | | |
| 23 | Hiroyuki Sakamoto | JICA Expert (Water Cluster) | | |
| 24 | Kan Shichijo | JICA Expert (Water Cluster) | | |
| 25 | Kengo Ohashi | JICA Expert (Water Cluster) | | |

| | | | | |
|----|------------------------------|--|--|--|
| 26 | Naoki Koga | JICA Expert (Agriculture & Livelihood Cluster) | | |
| 27 | Ippei Itakura | JICA Expert (Agriculture & Livelihood Cluster) | | |
| 28 | Taisuke Tokuoka | JICA Expert (Agriculture & Livelihood Cluster) | | |
| 29 | Junnosuke Harada | JICA Expert (Agriculture & Livelihood Cluster) | | |
| 30 | Hiromi Suwa | JICA Expert (Health Cluster) | | |
| 31 | Kayo Taoka | JICA Expert (Health Cluster) | | |
| 32 | Fumiaki Momiyama | JICA Expert (Health Cluster) | | |
| 33 | Dr. Tomoyuki Kuroda | JICA Expert (Health Cluster) | | |
| 34 | Atsunori Kume | JICA Expert (Vocational Training Cluster) | | |
| 35 | Akram Ismael Adam | K-TOP Research Assistant | | |
| 36 | Dr. Tarig Abdelrahman Khalid | K-TOP Research Assistant | | |
| 37 | Ibrahim Adam Idris Mohammed | K-TOP Research Assistant | | |
| 38 | Ibrahim Hassan | K-TOP Project Secretary | | |

Annex 2:

Program of the Joint Workshop (3rd JCC) on June 26th (Tue), 2012

1. Objectives

- 1) To monitor and discuss the progress from March to June 2012, and the work plan for the 2nd Year of K-TOP Project.
- 2) To discuss the key issues which are now tackled by K-TOP Project, in order to learn from the experiences and lessons in Kassala for Federal Government and other States.
- 3) To discuss the way forward to make the maximum use of the lessons from K-TOP Project.

2. Time Table (9:00-15:00 on June 26th (Tue), 2012)

Introduction

- 09:00 - 09:10 **Opening Remark** (by DPD, Kassala State Ministry of Finance)
09:10 - 09:15 **Self-introductions** of the participants

Session 1: Group Work divided by 5 Cluster

- 09:15-09:30 **(A) 15-minute Report by Kassala State Government** on 1) K-TOP Progress from March to June 2012 and 2) K-TOP Work Plan for the 2nd Year, using 6-8 PowerPoint Slides
- 09:30-10:00 **(B) Discussion on 1-2 key issues which are now tackled by K-TOP Project**, in order to learn from the experiences and lessons in Kassala State.
- 10:00-10:30 **(C) Discussion on the way forward**
- 10:30-11:00 **(D) Preparation for a Presentation** (Results of group discussions are summarized in 1-2 PowerPoint slides.)

11:00 - 12:00 **Breakfast**

Session 2: Presentation of Group Work by Each Cluster

(20-minutes presentation by Kassala State Government on
1) K-TOP Progress from March to June 2012,
2) K-TOP Work Plan for the 2nd Year, and
3) Results of group discussion in Session 1,
using 8-10 PowerPoint Slides, and 10-minutes Q&A and comments)

12:00 - 12:30 **(1) Planning Cluster** (by Mr. Gamal, Director General, DPD)

Meeting Records
Capacity Development Project for the Provision of Services of Basic Human Needs in
Kassala
Joint Coordination Committee

1. Venue and Date: 20th December, 2012 (Thu) 13:30-16:00PM
 2. Agenda: Attached as annex 1.
 3. Participants: Attached as Annex 2
-
- (1) Mr. Gamal, Director General of General Directorate for Planning and Development opened the meeting.
 - (2) Ms. Miyazaki, Head of Mission, Mid Term Review Mission, introduced her team to Sudanese participants. She briefly expressed thanks to the participants and team for cooperation and made brief explanation on outline of the review.
 - (3) Ms. Ota and Mr. Iida, the consultant member of the team made presentation on conclusion and recommendation of the review based on the summary (see attached Annex 3). Ms. Ota presented conclusion of Planning Cluster and Vocational Training Cluster, and Mr. Iida presented Agriculture and Livelihood, Health, and Water Cluster.
 - (4) Questions and discussion during the session is summarized as follows:
 - Planning cluster /
Mr. Gamal: JICA Experts work together with CP in harmonization way and this is good achievements. Next week the DPD will establish new section of poverty reduction.
 - Water Cluster
Mr. Hassan Maki: Is there any possibility to create cooperation between KVTC and SWC in term of KVTC trains SWC workers? In the last meeting SWC manager promised to have such kind of cooperation and this never happened.
 - Health Cluster
Dr. Artoli: I think the situation of health cluster has two problems but already started to be solved. We already recruited new staff and 90% of staff completed. The percentage of trained VMW 100% and the total was 57 out of 66 and the remaining 3 is new graduates.
 - Agriculture Cluster
Mr. Ali: I agree with all comments which made by Mid-term review team and I

gave them my opinion and comments. Now we are thinking about cash crops in Gash area and we already have planning. A lot of thing is fare and good and now we are looking with JICA team and expert to implement the activities that not going well.

- VTC Cluster

Mr. Gamal: Recruit new staff discussion is started between JICA and Ministry of Finance to attract student to come to KVTC. And also discussion started with skills companies to hire KVTC Students

(5) Signing of Minutes of Meeting (M/M)

Since Mr. Musa Osheik was absent from the meeting due to unavoidable reason, the signing of Minutes of Meeting was postponed to the next day.

(Note: The Minutes of Meeting was successfully concluded on 21st December)

(6) Closing:

Mr. Mori, Chief Representative of JICA Khartoum Office expressed appreciation to the Government of Kassala for their effort to implement the project. He also congratulate the project as it made meaningful progress. He also stated that the other state has been heard about the progress of Kassala project and he has received some requests from other states to make opportunity to learn from Kassala's experience. He also emphasized that the key factor is sustainability and recommended stakeholders to support and strengthen sustainability of the Project.

Capacity Development Project for the Provision of Services of Basic Human Needs in Kassala (K-TOP Project)

Joint Coordination Committee (JCC) Meeting on Mid-term Review Results

(1) Date and Time: 13:30-15:15 on December 20th (Thu), 2012

(2) Venue: Conference Room, Directorate of Planning and Development (DPD), Kassala

(3) Objectives:

- 1) to report and discuss the summary results of the Mid-term Review (conclusion, recommendation and major points in PDM (Project Design Matrix) revision from ver. 3 to ver. 4) of K-TOP from the viewpoints of JICA Headquarters and Independent Evaluation Consultants
- 2) to discuss, agree and sign on the Minutes of Meeting (M/M) on the Mid-term Review

(4) Participants: (Total: 34-39 persons)

Kassala State Government (12-17 persons)

- DG, State Ministry of Finance, Economy and Manpower (SMoF) (chairperson)
- DG, Directorate of Planning and Development (DPD), SMoF (deputy chairperson)
- 2-3 Representatives from Directorate of Planning and Development (DPD), SMoF
- 2-3 Representatives from State Water Corporation (SWC)
- 2-3 Representative from State Ministry of Agriculture and Animal Resources (SMoA)
- 2-3 Representatives from State Ministry of Health (SMoH)
- 2-3 Representatives from Kassala Vocational Training Center (KVTC)

K-TOP Experts and National Staff (8 Japanese + 7 Sudanese = 15 persons)

- Planning Cluster (Tanaka, Hagiwara, Jingushi, Akram, Ibrahim)
- Water Cluster (Shichijo, Anis)
- Agriculture and Livelihood Cluster (Koga, Akasaka, Omer)
- Health Cluster (Kuroda, Dr. Tarig, Ms. Nazik)
- Vocational Training Cluster (Kume, Adam)

Mid-term Review Mission (7 persons)

- Representatives from JICA Headquarters (Ms. Miyazaki, Mr. Hayase, Ms. Kawahara)
- Representatives from JICA Sudan Office (Mr. Mori, Mr. Shiomi)
- Evaluation Consultants (Mr. Iida, Ms. Ota)

(5) Program (Tentative)

13:30-13:35 Opening Speech 1 (by Mr. Gamal, DG, DPD)

13:35-13:40 Opening Speech 2 (by Ms. Miyazaki, JICA)

Report by the Mid-term Review Mission (10-15 minutes per cluster)

- 1) Conclusion and recommendation from the Mid-term Review and the major points in proposed PDM revision (from ver. 3 to ver. 4) (5-10 minutes per each cluster)
- 2) Questions, comments and answers (5 minutes)

13:40-13:50 1) Planning Cluster (by Ms. Ota)

13:50-14:05 2) Water Cluster (by Mr. Iida)

14:05-14:20 3) Agriculture and Livelihood Cluster (by Mr. Iida)

14:20-14:35 4) Health Cluster (by Mr. Iida)

14:35-14:50 5) Vocational Training Cluster (by Ms. Ota)

14:50-15:00 6) Overall Evaluation of Multi-cluster K-TOP (by Ms. Miyazaki)

15:00-15:05 **Signing the Minutes of Meeting** by Mr. Musa, DG, SMoF, Ms. Miyazaki, JICA Headquarters and Mr. Mori, JICA Sudan Office

15:05-15:10 Closing Speech 1 (by Mr. Mori, JICA Sudan Office)

15:10-15:15 Closing Speech 2 (by Mr. Musa, DG, SMoF)

List of Participants

Joint Coordination Committee (JCC) Meeting on Mid-term Review Result

As of 23/12/2012

| 1- Mid-term review mission JICA Headquarters | | | | |
|---|------------------------------|--|--|--|
| 1 | Ms. Katsura Miyazaki | Head of the mission JICA H.Q | | |
| 2 | Mr. Harumi Iida (Mr.) | Mission member | | |
| 3 | Ms. Yoko Ota | Mission member | | |
| 4 | Mr. Tatsuya Hayase | Mission member | | |
| 5 | Ms. Naomi Kawahara | Mission member | | |
| 2- JICA Sudan Office | | | | |
| 6 | Mr. Hiroyuki Mori | Chief Representative JICA Sudan Office | | |
| 7 | Mr. Masahiro Shiomi | Project formulation Adviser JICA Sudan Office | | |
| 3- Japanese experts counterparts (Planning Cluster) | | | | |
| 8 | Mr. Jamal M. Hassan | DG (DPD) | | |
| 9 | Mr. Kiyofumi Tanaka | Team Leader / Development Planning and Management | | |
| 10 | Mr. Retsu Hagiwara | Local Administration / Public Financial Management | | |
| 11 | Ms. Mana Jingushi | Project Assistant | | |
| 12 | Mr. Ibrahim Hassan Omer Adam | Project Secretary (Planning) | | |
| 13 | Mr. Akram Ismail Adam Hamad | Research Assistant (Planning) | | |

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|--|------------------------------|---|--|--|
| | | | | |
| 14 | Ms. Houida Ali Farah | DPD | | |
| 4- Japanese experts counterparts (Water Cluster) | | | | |
| 15 | Mr. Hasim Mahmoud | DG /SWC | | |
| 16 | Ms. Amal Osman | Lab Manger | | |
| 17 | Mr. Kan Shichijo | Urban Water Supply (Water Pipe Management) | | |
| 5- Japanese experts counterparts (Agriculture Cluster) | | | | |
| 18 | Mr. Ali Mohammed Ali | DG SmoAFI | | |
| 19 | Mr. Naoki Koga | Agriculture Development Program / Water Harvesting | | |
| 20 | Ms. Kyoko Akasaka | Rural Development / Rural Organization / Horticulture | | |
| 21 | Mr. Mohamedeen Onour | Head of extension office TTEA | | |
| 22 | Ms. Esra Osman Mohamed Osman | Research Assistant (Agriculture) | | |
| 6- Japanese experts counterparts (Health Cluster) | | | | |
| 23 | Dr. Tomoyuki Kuroda | Hospital Management and Maintenance | | |
| 24 | Dr. Abdolgadair Artoli | MoH – PHC | | |

| | | | | |
|---|--|---|--|--|
| 25 | Dr. Tarig Abdelrahman Khalid Mohammed | Medical Adviser (Health) | | |
| 26 | Ms. Nazik Mubark Elmahi Ahmmed | Research Assistant (Training) | | |
| 7- Japanese experts counterparts (KVTC Cluster) | | | | |
| 27 | Mr. Atsunori Kume | Vocational Training Curriculum &Teaching Materials | | |
| 28 | Mr. Hassan Maki | KVTC Director | | |
| 29 | Mr. Ibrahim Adam Idris Mohammed | Research Assistant (Market Survey) | | |

Meeting Records

Joint Coordination Committee and Federal Coordination Meeting for “Capacity Development Project for Provision of the Services for Basic Human Needs in Kassala (K-TOP)”

1. Date and Time: 14th March 2013 (Thu) 12:20 – 15:00

2. Venue: Conference Room, 9th Floor, International Cooperation Directorate (ex-MIC), Federal Ministry of Finance and National Economy (FMoF), Khartoum

3. Objectives

- 1) To report the results of the Mid-term Review on K-TOP jointly conducted by Kassala State Government and JICA from September to December 2012
- 2) To report the progress of 5 clusters (Planning, Water, Agriculture and Livelihood, Health and Vocational Training) in K-TOP from July 2012 to February 2013, in order for Federal Government to utilize K-TOP experiences in Kassala for other states in Sudan

3. Participants: as per attached as Annex 1

4. Presentation and discussions (Agenda is attached as Annex 2)

- 12:20 - 12:25 Opening Remark (by Mr. Tanaka, Team Leader, JICA K-TOP)
12:25- 12:50 Video Shows on KVTC
12:50– 13:00 Self-introductions of the participants
13:00 –15:00 Presentation by Kassala State Government and Q&A and comments for each cluster

Its details are:

13:00 – 13:30 (1) Planning Cluster (Presentation, Q&A) (by DPD, Kassala)

Mr. Mohammed Algali Ibrahim Adam, DPD of State Ministry of Finance, presented results of the Mid-term Review and Progress Report of K-TOP from July 2012 to February 2013.

After the presentation, Ms. Nawal Mohamed Rahamtalla (FMoA) commented that it is necessary to develop the M&E system in both state and federal ministries. Mr. Tanaka (K-TOP) added that it is also necessary to improve the operation of the M&E system.

13:30 - 14:00 (2) Water Supply Cluster (Presentation, Q&A) (by Mr. Abdulgadir, SWC, Kassala)

Mr. Abd Elgadir Ohaji, Manager of the UNICEF WES Project in Kassala, presented results of the Mid-term Review and Progress Report of K-TOP from July 2012 to February 2013.

After the presentation, Mr. Uemura, Chief Advisor of the Project for Human Resources Development for Water Supply Phase 2, said it is important for our project and K-TOP to conduct more coordination to arrange the training and exchange of knowledge. He added that

the water yard maintenance system of solar pumping system in Banad village in Girba Locality is very successful and it is necessary to spread this kind of model and experience to the other states in Sudan. He also mentioned that water level and quality of groundwater need to be investigated, and SWC should allocate budget to conduct a boring survey to follow the geophysical survey. He pointed out that it is difficult to measure water usage (consumption data are available only in Gadaref), but we should continue the effort to collect the data.

A participant from Federal Ministry of Finance (FMoF) said that Sudan has problems in managing its water resources and there must be some training to conduct a good management as done in Kordofan, where they have a committee to control the hafir (artificial small ponds) and hand pumps. The local people set them near schools so that they can easily handle.

Mr. Hassan Maki Ibraheem, Director of Kassala Vocational Training Center (KVTC), commented that training of SWC staff is crucial and KVTC can help it.

Mr. Mori, Chief Representative of JICA Sudan Office, commented that the State Ministry of Finance needs to work with SWC to set fair water tariffs and to collect them. Ms. Sawsan Omer, Higher Council for Decentralized Governance (HCDG), added that overlapping responsibilities between the State and Localities should be resolved regarding the water tariff issue.

14:00 – 14:30 (3) Agriculture and Livelihood Cluster (Presentation, Q&A) (by SMOA, Kassala)

Ms. Samira Hassan Hamed, Director, Agriculture Planning, SMOA presented the results of the Mid-term Review and Progress Report of K-TOP from July 2012 to February 2013.

After the presentation, Ms. Nawal Mohamed Rahamtalla (FMoA) commented that the agriculture and livelihood cluster's presentation explained various activities implemented by JICA experts and the SMOA counterparts in a clear and good reflection. At the same time, she understands that only training is not enough to improve our livelihood, so more interventions from JICA would be expected so that Kassala State could obtain benefits from these training programs.

Ms. Samira Hassan Hamed (SMoA) replied that JICA experts in K-TOP mainly focus on capacity development of SMOA, and we highly appreciate these efforts by K-TOP. Surely SMOA would need more to improve livelihood in Kassala State, and SMOA should do the best efforts to prepare a budget in this direction, through the Government funds or NGOs. Furthermore, SMOA should try to activate the state-level services to implement the strategy. There must be some coordination between Federal and State Ministries.

Ms. Sawsan Omer (HCDG) commented that training would not be useful until you get to know how to utilize this training and experiences. K-TOP has provided training based on SMOA's plan. What is important next is how SMOA would obtain benefits from the training by the donors. It depends on SMOA.

Ms. Samira Hassan Hamed (SMoA) replied that SMoA would need more efforts to strengthen coordination between the Federal Ministries and State Ministries. SMoA now tries to shift from the training activities that were actually proposed in SMoA's five-year strategic plan to be implemented by JICA. Because SMoA would like to get more benefits from JICA experts, in order to improve the quality of SMoA's services for beneficiaries.

Mr. Kiyofumi Tanaka (K-TOP) added that K-TOP would expect the Federal and State Ministries sit together to enhance strong coordination on this issue.

14:30 – 15:00 (4) Health Cluster (Presentation, Q&A) (by SMoH, Kassala)

Dr. Al Gadir Artoli, Director of Primary Health Care, State Ministry of Health (SMoH), presented the results of the Mid-term Review and Progress Report of K-TOP from July 2012 to February 2013.

After the presentation, a participant commented that K-TOP gave us a clear idea about the health situation in Kassala.

Dr. Samia Hammid (FMoH) asked the reason why they chose only two localities (Wad El Helew and Girba) as the pilot areas in K-TOP and whether they have any plan to spread the pilots to other localities. Dr. Al Gadir Artoli (SMoH) answered the two pilot areas were selected by SMoH, because no donors had supported these localities where the condition of reproductive health was poor. He also mentioned that: K-TOP implements activities in the two localities as a model of Kassala State, and the model could be spread primarily by SMoH.

Dr. Samia Hammid (FMoH) also suggested that JICA should be involved in the national coordination meeting of the health sector conducted by FMoH.

15:00 – 15:30 (5) Vocational Training Cluster (Presentation, Q&A) (by KVTC, Kassala)

Mr. Hassan Maki Ibraheem, Director of Kassala Vocational Training Center (KVTC), presented the results of the Mid-term Review and Progress Report of K-TOP from July 2012 to February 2013.

After the presentation, Mr. Hassan said that after KVTC received many training in Japan, it is found that it would be easier for KVTC staff if the lectures are given in Arabic.

A participant asked Mr. Hassan why JICA chose KVTC to provide their assistance. Mr. Hassan answered JICA chose KVTC to develop a model VTC, so that the KVTC model could be spread to all over Sudan in future.

Closing

Ms. Faiza Mirghani (FMoF) appreciated the Project activities. She mentioned that K-TOP meets the development priorities of Sudan, and other States can learn from K-TOP. She also

stressed the importance of closer communication and coordination between State Government and the Federal Government.

Ms. Sawsan Omer (HCDG) said she was glad to see the good progress of K-TOP, in which she has been involved since inception. She encouraged other States to learn from Kassala.

Mr. Mori, Chief Representative of JICA Sudan Office, expressed his appreciation to the Federal and Kassala State Government for their effort to implement K-TOP, which would benefit not only Kassala State, but the eastern region and the whole Sudan. Mr. Mori agreed to the necessity of good communication with the Federal Government, and said JICA Sudan Office would like to talk about the next step after K-TOP with the Sudanese side.

Annex 1: Participants of K-TOP JCC & Federal Coordination Meeting in Khartoum

Date and Time: 12:00 – 14:30, 14th March, 2013 (Thu)

Venue: Conference Room, 9th Floor, International Cooperation Directorate, Ministry of Finance and National Economy, Khartoum

| No | Name | Position | Organization | Mobile | E-mail |
|---------------------------|------------------------------|---|--|--------|--------|
| Federal Government | | | | | |
| 1 | Ms. Faiza Mirghani | Deputy Director, Bilateral Financing Department | Ministry of Finance and National Economy | | |
| 2 | Ms. Omima Eltahir | Bilateral Financing Department | Ministry of Finance and National Economy | | |
| 3 | Ms. Eglal Abdalla Alameen | Japan Desk Officer, Bilateral Financing Department | Ministry of Finance and National Economy | | |
| 4 | Mr. Ali Khalid Ahmed | State Affairs Development | Ministry of Finance and National Economy | | |
| 5 | Ms. Sawsan Omer | Japan Desk Officer | Higher Council for Decentralized Governance (HCDG) | | |
| 6 | Ms. Nawal Mohamed Rahamtalla | Directorate for International Cooperation and Investment | Ministry of Agriculture and Irrigation | | |
| 7 | Dr. Samia Hammid | M&E officer | Ministry of Health | | |
| 8 | Mr. Abdelwali Mohammed | Director, Institution of Training of Trainers and Supervisors | Supreme Council for Vocational Training and Apprenticeship (SCVTA) | | |
| Embassy of Japan | | | | | |
| 9 | Mr. Yusuke Tabuchi | Second Secretary | Embassy of Japan | | |
| 10 | Mr. Masayuki Sorimachi | Second Secretary | Embassy of Japan | | |
| JICA Sudan Office | | | | | |
| 11 | Mr. Hiroyuki Mori | Chief Representative | JICA Sudan Office | | |
| 12 | Mr. Masahiro Shiomi | Project Formulation Advisor | JICA Sudan Office | | |
| 13 | Ms. Kyoko Minami | Project Formulation Advisor | JICA Sudan Office | | |
| 14 | Ms. Hisae Kato | Project Formulation Advisor | JICA Sudan Office | | |
| 15 | Ms. Halima Abdeen Abdalla | Program Officer | JICA Sudan Office | | |
| 16 | Mr. Abdelgader Babiker | Program Officer | JICA Sudan Office | | |
| Other JICA Project | | | | | |
| 17 | Mr. Mitsuro Uemura | Chief Advisor | Project for Human Resources Development for Water Supply Phase-2 | | |

| Kassala State Government | | | | | |
|--------------------------|-------------------------------------|--|--|--|--|
| 18 | Mr. Mohammed Algali Ibrahim Adam | Budget Unit | General Directorate of Economic Planning and Development (DPD), State Ministry of Finance (SMoF) | | |
| 19 | Mr. Abd Elgadir Ohaji | Manager, UNICEF WES Project | State Water Corporation (SWC) | | |
| 20 | Ms. Samira Hassan Hamed | Director, Agriculture Planning | State Ministry of Agriculture (SMoA) | | |
| 21 | Dr. Al Gadir Artoli | Director, Primary Health Care | State Ministry of Health (SMoH) | | |
| 22 | Mr. Hassan Maki Ibraheem | Director | Kassala Vocational Training Center (KVTC) | | |
| K-TOP Project Team | | | | | |
| 23 | Mr. Kiyofumi Tanaka | Team Leader (Planning Cluster) | K-TOP | | |
| 24 | Mr. Yasuyuki Kuroda | JICA Expert (Water Cluster) | K-TOP | | |
| 25 | Mr. Naoki Koga | JICA Expert (Agriculture & Livelihood Cluster) | K-TOP | | |
| 26 | Ms. Hiromi Suwa | JICA Expert (Health Cluster) | K-TOP | | |
| 27 | Mr. Atsunori Kume | JICA Expert (Vocational Training Cluster) | K-TOP | | |
| 28 | Mr. Noureldeen Mohammed Adam Abakar | Research Assistant in Khartoum | K-TOP | | |

**Joint Coordination Committee and Federal Coordination Meeting for
“Capacity Development Project for Provision of the Services
for Basic Human Needs in Kassala (K-TOP Project)”**

1. Date and Time: **14th March 2013 (Thu) 12:00 – 14:30 (14:45 if watch video show)**

2. Venue: **Conference Room, 9th Floor, International Cooperation Directorate (ex-MIC), Federal Ministry of Finance and National Economy (FMoF), Khartoum**

3. Objectives

- 1) To report the results of the **Mid-term Review** on K-TOP Project jointly conducted by Kassala State Government and JICA from September to December 2012
- 2) To report the **progress** of 5 clusters (Planning, Water, Agriculture and Livelihood, Health and Vocational Training) in K-TOP Project **from July 2012 to February 2013**, in order for Federal Government to utilize K-TOP experiences in Kassala for other states in Sudan

4. Participants

a. Representatives of Federal Government

- Representative(s) of Federal Ministry of Finance and National Economy (FMoF)
- Representative(s) of Higher Council for Decentralized Governance (HCDG)
- Representative(s) of Federal Ministry of Health (FMoH)
- Representative(s) of Federal Ministry of Agriculture (FMoA)
- Representative(s) of Public Water Corporation (PWC)
- Representative(s) of Supreme Council for Vocational Training Apprentice (SCVTA)
- Representative(s) of other Federal Government institutions or donor agencies, when requested by the Federal Government or JICA Sudan Office

b. Representatives of Kassala State Government

- Representative(s) of General Directorate of Economic Planning and Development (DPD), State Ministry of Finance, Economy and Manpower (SMoF)
- Representative(s) of State Ministry of Health (SMoH)
- Representative(s) of State Ministry of Agriculture and Animal Resources (SMoA)
- Representative(s) of State Water Cooperation (SWC)
- Representative(s) of Kassala Vocational Training Center (KVTC)

c. Representatives from Japanese side

- Representative(s) of JICA Sudan Office
- Representative(s) of Embassy of Japan in Sudan
- Representative(s) of other JICA Projects
- JICA Expert Team of K-TOP Project

5. Time Table (tentative)

- 12:00 - 12:05 Opening Remark (by Team Leader, JICA K-TOP Project)
12:05 - 12:10 Self-introductions of the participants
- 12:10 - 12:20 Results of the Mid-term Review on K-TOP Project (by Mr. Shiomi, JICA Sudan Office)

Progress Report of K-TOP Project from July 2012 to February 2013 (15-minutes presentation by Kassala State Government and 5-minutes Q&A and comments for each cluster)

- 12:20 - 12:40 (1) Planning Cluster (Presentation, Q&A) (by DPD, Kassala)
12:40 - 13:00 (2) Water Supply Cluster (Presentation, Q&A) (by SWC, Kassala)
13:00 - 13:20 (3) Agriculture and Livelihood Cluster (Presentation, Q&A) (by SMOA, Kassala)
13:20 - 13:40 (4) Health Cluster (Presentation, Q&A) (by SMOH, Kassala)
13:40 - 14:00 (5) Vocational Training Cluster (Presentation, Q&A) (by KVTC, Kassala)
- 14:00 - 14:15 Overall Discussion on what Federal Government can learn from K-TOP Project
- 14:15 - 14:20 Closing Remark1 (by Representative of Kassala State Government)
14:20 - 14:25 Closing Remark2 (by Representative of Federal Government)
14:25 - 14:30 Closing Remark 3 (by Representative of JICA Sudan Office)
- 14:30 - 14:45 *(For the people who can stay longer)* Video Show on KVTC (in Arabic)

Meeting Record
Joint Coordination Meeting (JCC) Meeting for
Capacity Development Project for Provision of the Services for Basic Human Needs in Kassala
(K-TOP)

- (1) **Date and Time:** 3rd July 2013 (Wed) 13:00-16:30
- (2) **Venue:** Conference Room, Directorate of Planning and Development (DPD), Kassala
- (3) **Agenda:** Attached as Annex 1
- (4) **Participants:** Attached as Annex 2

(5) Presentation and Discussions:

- 1) Mr. Tanaka, JICA K-TOP Team Leader, opened the JCC meeting and welcomed the participants; he explained the objectives and the program of the JCC meeting, and K-TOP Progress Report No. 4 (Draft) for 5 clusters and PowerPoint presentation handouts were distributed to all participants. He added that this JCC meeting is the last one for the project year 3.
- 2) Self -introduction of the participants.
- 3) Ms. Maha, from Planning Cluster of JICA K-TOP, made a presentation on K-TOP logo. She explained that K-TOP Logo Committee, composing of 5 members, discussed K-TOP logo, collected various ideas from K-TOP experts, staff and counterparts, one logo was selected through voting, and this K-TOP logo will be used officially from the third year.
- 4) Planning Cluster:
Mr. Gamal of DPD welcomed all the participants, and made a presentation on Planning Cluster. There were no questions and comments after his presentation.
- 5) Water Cluster:
Mr. Abu-Zaid of SWC made a presentation on Water Cluster, and the following questions and comments were made after his presentation:
 - (Ms. Kajimura, UNHCR) Who is responsible in deciding water tariff?
 - (Mr. Abu-Zaid) The State Government decides the water tariff. But since we don't have water meters to measure the exact water consumption, we cannot decide the tariff based on the amount of the water consumed.
 - (Ms. Kajimura) SWC can hire a consultant to estimate the budget for water meters, because some donors are ready for funding the water sector.
- 6) Agriculture Cluster:
Dr. Khalil of SMoA made a presentation on Agriculture and Livelihood Cluster, and Ms. Alawia, Rural Development Section of TTEA, added JICA also supports women group activities such as TTEA restaurant and food processing at Ramla Extension Center. The following questions and comments were made after their presentations:

- (Mr. Almedani, K-TOP Water Cluster) Is there any intervention for marketing?
- (Dr. Khalil) In Ramla Extension Center, farmers' group conducts direct sale activities at Garb Al Gash market, and there is also direct sale by farmers' group and women's group in TTEA restaurant every Wednesday.
- (Mr. Abu-Zaid, SWC) Is there any plan to use new water-saving irrigation systems, because now Kassala is facing reduction of underground water?
- (Dr. Khalil) We start to use irrigation system like pivot irrigation system in some areas (South of Tajoj, rural Kassala) and also drip irrigation system in other areas.
- (Mr. Almedani) Now Kassala State is suffering from shortage of underground water, and the number of wells for drinking water is about 100, so what is the total number of wells for irrigation according to SMOA information?
- (Ms. Alawia) There was a study by SMOA to inventory the number of wells which irrigate farms in Kassala, so you can get that study later on.
- (Mr. Gamal) I have two things, firstly, underground water is big issue, and SWC will hold a separate workshop regarding that issue, because it is really a problem in future. Secondly, mesquite trees cover most of the rural areas in Kassala State, which have bad effects on human being and livestock, so is it safe to be used in food? And is the powder from the leaves, branches or stem of mesquite trees?
- (Ms. Alawia) Mesquite may have problems, but mixing mesquite powder with flour to make cakes is done under supervision of the scientists from Sudan University of Science and Technology and Japanese experts, so it is safe and has no problem.
- (Dr. Nawata) Two scientists from Sudan University of Science and Technology came to TTEA for training on how to use mesquite powder based on their research, so there is no problem to use such powder. We also plan to make bread using sorghum flour up to 80% and mesquite powder up to 20%.

7) Health cluster:

Dr. Artoli of SMOH made a presentation on Health Cluster, and the following questions and comments were made:

- (Mr. Abu-Zaid) All rural areas are suffering from lack of doctors not only in Wad El Helew locality, so what is a solution?
- (Dr. Artoli) This is a national problem all over Sudan. In some locations, it was solved by intervention from the local community which provides incentive for the doctors.
- (Ms. Alawia) As you said in the presentation, there was training for village midwives. But when I visited Al Karda village in Wad El Helew locality, I found there is no midwife in the village, and mothers, who are going to deliver baby, are suffering from that. Also due to the traditions and culture, it is not allowed for

women to be trained outside their villages, so what is SMoH intervention regarding that?

- (Dr. Artoli) SMoH is now transfer midwifery schools to the local areas and already there is a midwifery school in Wad El Helew locality, in addition to other 5 schools in other localities.
- (Mr. Tanaka) In Japan, we are facing the same problem of shortage of doctors in rural areas, and there was one special medical university to develop doctors for rural areas, in which students do not have to pay any tuition, but have to work in rural areas for several years after graduation. So SMoH also needs to think about the long-term solution regarding on this problem. We appreciated the efforts of Dr. Sharif in Wad El Helew Hospital to improve hospital management, but we also hope that SMoH can learn from his practices and make these good practices as the standards to improve the rural hospital.
- (Dr. Artoli) I agree that the doctor has two types of responsibility: medical and management.

8) Vocational Training Cluster:

Mr. Hassan Makki of KVTC made a presentation on Vocational Training Cluster, and the following questions and comments were made.

- (Mr. Itakura of K-TOP Agriculture and Livelihood Cluster) Budget sustainability is important to sustain K-TOP activities after the project phases out. So my suggestion is to make joint coordination between DPD and each cluster to prepare budget plan regarding that.
- (Mr. Nishiyama of K-TOP Vocational Training Cluster) This idea is very good, so why not try?
- (Mr. Tanaka) Now Mr. Gamal has gone, because he feels sick. But we all agree that the State Government needs to coordinate to prepare proposals to guarantee the sustainability of K-TOP activities in all clusters.
- (Mr. Makki) Now KVTC plans to do many activities, but the budget is very limited. After JICA phases out, we need another resource of budget to guarantee the sustainability of the project.
- (Mr. Koga of K-TOP Agriculture and Livelihood Cluster) What are the resources for the budget of Kassala State Government?
- (Mr. Makki) They are from the federal government.
- (Mr. Ibrahim Adam of K-TOP Vocational Training Cluster) The budget also comes from agriculture resources.
- (Mr. Tanaka) I hope Mr. Gamal will recover his health soon, and start to discuss the budget issues with other clusters.

9) Closing Remarks:

- (Mr. Masahiro Shiomi, JICA Sudan Office) I appreciated your participation, I like the idea of K-TOP logo. I see change in the projects and I feel confidence. I also feel sorry because JICA experts will go back to Japan for around two months, but go forward to prepare for the third year of the Project.
- (Mr. Tanaka) As for the Progress Report No. 4 which we distributed today, they are still the draft versions, so if you have any comments and corrections, please let us know within one week, so that we can modify the draft versions to make the final versions. After this meeting, we will also distribute K-TOP video programs on Agriculture, Health and Vocational Training Clusters. Each cluster will be given 10 Arabic copies and 10 English copies of this video program. Thank you for your participation today and we will keep in touch to continue the Project for the third year.

**Joint Coordination Meeting (JCC) Meeting for
“Capacity Development Project for Provision of the Services
for Basic Human Needs in Kassala (K-TOP)”**

1. Date and Time: 3rd July 2013 (Wed) 13:00 – 15:05 (15:30, if watch video show)

2. Venue: Conference Room, Directorate of Planning and Development (DPD),
Kassala

3. Objectives

To report and discuss the progress of K-TOP from March 2013 to June 2013 and the plan for the Project Year 3, by introducing the summary contents of the *draft Progress Report No. 4*.

The presentation by each cluster will cover the following points:

- 1) the major activities conducted in the Project Year 2 (from May 2012 to June 2013) and their impacts on the counterparts and the local population
- 2) the challenges and lessons learned from the Project Year 2
- 3) the draft plan for the Project Year 3 (from September 2013 to April 2014)

4. Participants

1) Chairperson

- Director General of State Ministry of Finance, Kassala

2) Members

a. Representatives of Federal Government

- Representative(s) of Federal Ministry of Finance and National Economy (FMOF)
- Representative(s) of Higher Council for Decentralized Governance (HCDG)

b. Representatives of Kassala State Government

- Director General of Directorate of Planning and Development, State Ministry of Finance
- Representative(s) of State Ministry of Health
- Representative(s) of State Ministry of Agriculture
- Representative(s) of Kassala Vocational Training Center
- Representative(s) of State Water Cooperation
- Representative(s) of other State Government institutions, when requested by the counterparts or JICA expert team

c. Representatives of Development Partners in Kassala

- Representative(s) of UNDP
- Representative(s) of UNHCR
- Representative(s) of UNICEF
- Representative(s) of CDF
- Representative(s) of other donor agencies, when requested by the counterparts or JICA expert team

d. Representatives from Japanese side

- Representative(s) of JICA Sudan Office
- Japanese Expert Team of K-TOP

5. Time Table (Tentative)

- 13:00 - 13:05 Opening Remark by Chairperson
13:05 - 13:10 Self-introductions of the participants
13:10 - 13:15 Report from K-TOP Logo Committee

Progress Report of K-TOP from May 2012 to June 2013 (15-minute presentation by Kassala State Government assisted by JICA experts and 5-minute Q&A and comments for each cluster)

- 13:15 - 13:35 (1) Planning Cluster (Presentation, Q&A) (by DPD)
13:35 - 13:55 (2) Water Supply Cluster (Presentation, Q&A) (by SWC)
13:55 - 14:15 (3) Agriculture and Livelihood Cluster (Presentation including recommendation on PDM revision, Q&A) (by SMOA)
14:15 - 14:35 (4) Health Cluster (Presentation, Q&A) (by SMOH)
14:35 - 14:55 (5) Vocational Training Cluster (Presentation, Q&A) (by KVTC)
- 14:55 - 15:00 Closing Remark 1 (by Leader of JICA Sudan Office)
14:00 - 15:05 Closing Remark 2 (by Director General of DPD)

Video show of K-TOP (For the people who can stay longer)

- 15:05 - 15:20 Video Show on K-TOP Agriculture Cluster (in Arabic)
15:20 - 15:30 Video Show on K-TOP Health Cluster (in Arabic)

Annex 2: List of Participants in JCC Meeting on 3rd July 2013

| No. | Name | Position/ Organization | E-mail | Phone |
|-----|---------------------------------------|--------------------------------------|--------|-------|
| 1 | Mr. Gamal Mohammed | DG, DPD | | |
| 2 | Mr. Khalid Mohammed Ali | DPD | | |
| 3 | Mr. Abu-Zaid Mohamed Ali | Manager, Rural Water Supply, SWC | | |
| 4 | Mr. Khalil Zayed | PME, SMoA | | |
| 5 | Ms. Alawia Atta | Rural Development, TTEA, SMoA | | |
| 6 | Dr. Abdalgadir Artoli | PHC Director, SMoH | | |
| 7 | Mr. Hassan Makki | Director, KVTC | | |
| 8 | Mr. Emad Abdagayom | Deputy Director, KVTC | | |
| 9 | Ms. Nayo Kajimura | Associate Livelihoods Officer, UNHCR | | |
| 10 | Mr. Masahiro Shiomi | JICA Sudan Office | | |
| 11 | Mr. Kiyofumi Tanaka | K-TOP Planning Cluster | | |
| 12 | Ms. Kai Utsugi | K-TOP Planning Cluster | | |
| 13 | Ms. Mana Jingushi | K-TOP Planning Cluster | | |
| 14 | Ms. Afaf Ali Saad | K-TOP Planning Cluster | | |
| 15 | Ms. Maha Omer Mohammed | K-TOP Planning Cluster | | |
| 16 | Mr. Akram Ismail | K-TOP Planning Cluster | | |
| 17 | Mr. Yasuyuki Kuroda | K-TOP Water Cluster | | |
| 18 | Mr. Anis Ismail | K-TOP Water Cluster | | |
| 19 | Mr. Almedani Alhassan | K-TOP Water Cluster | | |
| 20 | Mr. Abobaker Okasha | K-TOP Water Cluster | | |
| 21 | Mr. Naoki Koga | K-TOP Agricultural Cluster | | |
| 22 | Dr. Hiroshi Nawata | K-TOP Agriculture Cluster | | |
| 23 | Mr. Ippei Itakura | K-TOP Agricultural Cluster | | |
| 24 | Mr. Taisuke Tokuoka | K-TOP Agricultural Cluster | | |
| 25 | Ms. Kiyoe Ito | K-TOP Health Cluster | | |
| 26 | Ms. Nazik Mubark Elmahi Ahmmed | K-TOP Health Cluster | | |
| 27 | Dr. Tarig Abdelrahman Khalid Mohammed | K-TOP Health Cluster | | |
| 28 | Mr. Ryuuichi Nishiyama | K-TOP Vocational Training Cluster | | |
| 29 | Mr. Ibrahim Adam Idris | K-TOP Vocational Training Cluster | | |

Meeting Records
Joint Coordination Committee (JCC) Meeting for
“Capacity Development Project for Provision of the Services
For Basic Human Needs in Kassala, the Republic of Sudan (K-TOP)

Venue: Conference Room, Directorate of Planning and Development (DPD), Kassala

Date: 29th September, 2013 (Sunday) 13:00-15:30

Agenda: Attached as Annex 1

Participants: Attached as Annex 2

1. Opening

- (1) Mr. Gamal, Director General of DPD, opened the JCC meeting and welcomed Japanese experts and other counterpart participants. He explained that this JCC meeting is to discuss K-TOP's draft Work Plan for Year 3, which Japanese expert from each cluster will present.
- (2) Self-introduction of the participants.

2. Presentation

(1) Planning Cluster:

Mr. Tanaka, JICA K-TOP Team Leader, expressed his happiness to return to Kassala again and to continue working for K-TOP, then he made presentation on the draft Work Plan for Year 3 of Planning Cluster, including the explanation that the Planning Cluster aims to improve two capacities of DPD: 1) Monitoring & Evaluation (M&E) capacity, and 2) Kaizen (problem-solving and self-improvement) capacity.

(2) Water Cluster:

Mr. Sakamoto, JICA K-TOP expert in Water Cluster, also expressed his happiness to work again for K-TOP, then he also presented the draft Work Plan for Year 3 of Water Cluster, including the objectives and outputs of the cluster activities.

❖ Questions and discussion during the session are summarized as follows. (Q/, A/ and C/ denote question, answer and comment respectively.)

- Q/ Mr. Hassan Maki of KVTC asked about the technical collaboration between Water Cluster and KVTC: according to the agreement in the previous JCC meeting, Water Cluster has to provide training for KVTC (skill training of KVTC staff).
- A/ Mr. Sakamoto replied that he would explain and discuss this request in a separate meeting at SWC.

(3) Agriculture and Livelihood Cluster:

Mr. Koga, JICA K-TOP expert in Agriculture and Livelihood Cluster, made a presentation of the draft Work Plan for Year 3 in Agriculture and Livelihood Cluster, including the relationship between cluster outputs, group training and the third country training for Year

3 and the major issues in Year 3.

(4) Health Cluster:

Ms. Suwa, JICA K-TOP expert in Health Cluster, made a presentation on the draft Work Plan for Year 3 of Health Cluster, including the cluster purpose and outputs.

❖ Questions and discussion during the session are summarized as follows:

- Q/ Mr. Gamal asked about the plan for SMoH staff training on Kaizen in Health Cluster, since Kaizen practices in Agriculture and Health Cluster are still weak, according to the presentation of Mr. Tanaka.
- A/ Ms. Suwa replied that she would like to discuss and plan this issue with SMoH, since there is already one staff (Dr. Omer) from SMoH who received Kaizen training in Bangladesh.

(5) Vocational Training Cluster:

Mr. Nishiyama, JICA K-TOP expert in Vocational Training (VT) Cluster, made a presentation on the draft Work Plan for Year 3 of VT Cluster, including the cluster purpose and outputs.

❖ Questions and discussion during the session are summarized as follows:

- Q/ Mr. Tanaka asked whether experience sharing in Output 2 means sharing with other vocational training centers in other states, or sharing with technical and vocational schools under State Ministry of Education (SMoE) in Kassala.
- A/ Mr. Nishiyama replied that the activity covers experience sharing with all technical and vocational education and training (TVET) institutions in Kassala State, which include SMoE's technical and vocational schools as well as UNHCR's vocational training centers.
- C/ Mr. Gamal appreciated VT Cluster's Work Plan, because it addressed the issue of sustainability, as experience sharing with other staff after TOT will strengthen sustainability within the organization. Mr. Gamal also mentioned that operation cost for KVTC is very high and SMoF can support only a part of that cost, so KVTC has to think about how to generate the remaining budget from various income-generating activities.
- C/ Mr. Hassan Maki of KVTC said that KVTC supports the other four clusters, so he could request more collaboration between KVTC and these other K-TOP clusters,

3. Discussion

- C/ Dr. Omer of SMoH mentioned that Kaizen implementation in SMoH was still weak, and he agreed all ministries had to start by implementing 5S and should be monitored by K-TOP's administration unit.
- C/ Agreeing with the above point, Mr. Tanaka said that we have to sit and discuss more on this issue with SMoH in the near future.

- C/ Mr. Hagiwara commented two points: 1) with regard to the ‘impact survey,’ the Planning Cluster plans to use existing mechanism of M&E in the ministries. He requested Dr. Omer of SMoH and Mr. Hassan Maki of KVTC to be a contact person to set a meeting to discuss the topic for the impact survey; and 2) regarding Kaizen training, two kinds of training on Kaizen are planned in Year 3, i) Kaizen training in Bangladesh and ii) Kaizen mentor training and Kaizen WIT training in Kassala, so he requested the counterparts to think about some connection between these two trainings: candidates for Kaizen training in Bangladesh can be Kaizen mentors after coming back to Kassala.
- Mr. Tanaka invited other development partners comment on the draft Work Plan.
- Q/ Ms. Kajimura of UNHCR asked clarification on what kind of impact on whom that K-TOP wants to measure in the impact survey.
- A/ Mr. Tanaka replied that the impact surveys will try to catch the impacts of K-TOP intervention on capacity development of the government service providers as well as the local population.
- C/ Ms. Kajimura recommended and invited five clusters’ experts and the counterparts to connect with relevant UN agencies, since there is new initiatives and activities from these UN agencies.
- C/ Dr. Omer of SMoH expressed his thanks to UNHCR and mentioned that SMoH has a monthly coordination meeting with WHO for information sharing. He added that if UNHCR holds the similar kind of coordination meeting, it will be a good thing.
- C/ Ms. Nazik of Health Cluster commented that this coordination with other donors helps and supports sustainability after phasing out of JICA K-TOP.

4. Closing:

Mr. Gamal closed the meeting by expressing his thanks to the participants and their contributions to the meeting, He also mentioned that he recommended JICA’s approach to the other donors when he attended the meeting on TSI with UNDP and UNHCR. UNDP would like to coordinate with Mr. Tanaka to discuss about capacity building of M&E and DPD.

(End)

**Joint Coordination Meeting (JCC) Meeting for
“Capacity Development Project for Provision of the Services
for Basic Human Needs in Kassala (K-TOP)”**

1. Date and Time: 29 September 2013 (Sun) 13:00 – 15:05

2. Venue: Conference Room, Directorate of Planning and Development (DPD),
Kassala

3. Objectives

- 1) For JICA experts team to explain the draft K-TOP Work Plan for the Year 3 (September 2013 to May 2014) for Kassala State Government
- 2) For Kassala State Government to discuss the contents of the draft K-TOP Work Plan for the Year 3 from the point of sustainability after K-TOP, modify it when necessary, and approve the final K-TOP Work Plan for the Year 3

4. Participants

1) Chairperson

- Director General of State Ministry of Finance, Kassala

2) Members

a. Representatives of Federal Government

- Representative(s) of Federal Ministry of Finance and National Economy (FMoF)
- Representative(s) of Higher Council for Decentralized Governance (HCDG)

b. Representatives of Kassala State Government

- Director General of Directorate of Planning and Development, State Ministry of Finance
- Representative(s) of State Ministry of Health
- Representative(s) of State Ministry of Agriculture
- Representative(s) of Kassala Vocational Training Center
- Representative(s) of State Water Cooperation
- Representative(s) of other State Government institutions, when requested by the counterparts or JICA expert team

c. Representatives of Development Partners in Kassala

- Representative(s) of UNDP
- Representative(s) of UNHCR
- Representative(s) of UNICEF
- Representative(s) of CDF
- Representative(s) of other donor agencies, when requested by the counterparts or JICA expert team

d. Representatives from Japanese side

- Representative(s) of JICA Sudan Office
- Japanese Expert Team of K-TOP

5. Time Table (Tentative)

Opening

- 13:00 - 13:05 Opening Remark (by Chairperson)
13:05 - 13:10 Self-introductions of the participants

Draft Work Plan (Year 3) of K-TOP Project

- 1) 15-minute presentation on the draft K-TOP Work Plan for Year 3 by JICA expert, and
 - 2) 5-minute discussion with Kassala State Government and approval on the final Work Plan (when necessary, by making some modifications on the draft Work Plan)
- (a total of 20 minutes for each cluster)

- 13:10 - 13:30 (1) Planning Cluster (presentation, discussion, approval)
13:30 - 13:50 (2) Water Supply Cluster (presentation, discussion, approval)
13:50 - 14:10 (3) Agriculture and Livelihood Cluster (presentation, discussion, approval)
14:10 - 14:30 (4) Health Cluster (presentation, discussion, approval)
14:30 - 14:50 (5) Vocational Training Cluster (presentation, discussion, approval)

Closing

- 14:50 - 14:55 Closing Remark 1 (by Representative of Federal Government)
14:55 - 15:00 Closing Remark 2 (by Representative of JICA Sudan Office)
15:00 - 15:05 Closing Remark 3 (by Representative of Kassala State Government)

Annex 2: List of Participants in JCC Meeting on 29th September 2013

| No. | Name | Position/ Organization | E-mail | Phone |
|-----|---------------------------------------|---|--------|-------|
| 1 | Mr. Gamal Mohammed | DG, DPD | | |
| 2 | Mr. Khalid Mohammed Ali | Assistant Director, DPD | | |
| 3 | Mr. Ahmed Mohammed Adam | Assistant Director, DPD | | |
| 4 | Mr. Hashim Mohamed Abd Allateef | Director, SWC | | |
| 5 | Mr. Isameldin Khogali Bakhet | Construction & Project Manager, SWC | | |
| 6 | Mr. Khalil Zayed | PME, SMOA | | |
| 7 | Dr. Omer Suleiman | Director of Planning and Human Resource Development, SMoH | | |
| 8 | Mr. Hassan Maki | Director, KVTC | | |
| 9 | Mr. Mohamed Ahmed Alharith | Assistant Director, KVTC | | |
| 10 | Ms. Nayo Kajimura | Associate Livelihoods Officer, UNHCR | | |
| 11 | Mr. Kiyofumi Tanaka | K-TOP Planning Cluster | | |
| 12 | Mr. Retsu Hagiwara | K-TOP Planning Cluster | | |
| 13 | Ms. Mana Jingushi | K-TOP Planning Cluster | | |
| 14 | Mr. Ibrahim Hassan Omer Adam | K-TOP Planning Cluster | | |
| 15 | Mr. Akram Ismail | K-TOP Planning Cluster | | |
| 16 | Ms. Afaf Ali Saad | K-TOP Planning Cluster | | |
| 17 | Ms. Maha Omer Mohammed | K-TOP Planning Cluster | | |
| 18 | Mr. Hiroyuki Sakamoto | K-TOP Water Cluster | | |
| 19 | Mr. Anis Ismail | K-TOP Water Cluster | | |
| 20 | Mr. Naoki Koga | K-TOP Agricultural Cluster | | |
| 21 | Ms. Kyoko Akasaka | K-TOP Agriculture Cluster | | |
| 22 | Mr. Omer SiedAhmed Mohammad | K-TOP Agricultural Cluster | | |
| 23 | Mr. Musa Abdelgadir | K-TOP Agricultural Cluster | | |
| 24 | Ms. Hiromi Suwa | K-TOP Health Cluster | | |
| 25 | Dr. Tarig Abdelrahman Khalid Mohammed | K-TOP Health Cluster | | |
| 26 | Ms. Nazik Mubark Elmahi Ahmmed | K-TOP Health Cluster | | |
| 27 | Mr. Elssadig Abbass | K-TOP Health Cluster | | |
| 28 | Mr. Ryuichi Nishiyama | K-TOP Vocational Training Cluster | | |
| 29 | Mr. Ryoichi Kimura | K-TOP Vocational Training Cluster | | |
| 30 | Mr. Ibrahim Adam Idris | K-TOP Vocational Training Cluster | | |

**Meeting Record on
Joint Coordination Committee (JCC) Meeting for
“Capacity Development Project for Provision of the Services
For Basic Human Needs in Kassala” (K-TOP)
On Terminal Evaluation Results of K-TOP**

- (1) **Date:** 20th January, 2014 (Mon) 11:00-14:00
- (2) **Venue:** Capacity Development Hall, Kassala
- (3) **Agenda:** Attached as Annex 1
- (4) **Participants:** Attached as Annex 2
- (5) **Presentation and Discussions:**

Mr. Gamal (DG, DPD) opened the JCC meeting and welcomed participants; then he introduced the State Minister for Health, who appreciated what JICA has done and achieved especially in the area of reproductive health, and child and maternal health care, and also expressed his grateful appreciations to Japanese government and JICA on behalf of Kassala State Government.

Mr. Gamal explained the agenda of the meeting, and explained that the presentations from each of five clusters of K-TOP consist of three parts; 1) achievements of the Outputs, the Project Purpose and Overall Goal by K-TOP Counterpart, 2) evaluation based on the five criteria by Evaluation Consultant, and 3) conclusion, recommendation and lessons learned by JICA Headquarters and Sudan Office.

Planning Cluster:

For the Planning Cluster, Mr. Ahmed (DPD) made presentation on achievements of the Outputs, the Project Purpose and Overall Goal, Ms. Ota (Evaluation Consultant) on evaluation based on the five criteria, and Ms. Yasunaga (JICA) on conclusion, recommendation and lessons learned.

Water Cluster:

For the Water Cluster, Mr. Isam (SWC) made presentation on achievements of the Outputs, the Project Purpose and Overall Goal, Mr. Iida (Evaluation Consultant) on evaluation based on the five criteria, and Ms. Kato (JICA) on conclusion, recommendation and lessons learned.

Mr. R.K.P Singh (UNIDO) asked how does SWC manage rural water facilities? How does SWC collect water fees from the people in rural areas? Is there any specific tariff for rural water? He added that all of these issues are related with the sustainability of the Project, and UNIDO wants to benefit from JICA experiences.

Mr. Hashim (DG, SWC) explained that, in villages, some people pay the water fees and some don't. SWC tries to manage to find a way for the people to pay to sustain the water facility. He added that

at the community level, water committee is formed to collect water tariff.

Ms. Jingushi commented that SWC discussed and agreed with the community on the water tariff.

Mr. Singh (UNIDO) asked if the water fee is the same or different from one place to another?

Mr. Hashim (SWC) answered that depending the size of the community, water fee is different: for hand pump system in the small community with less than 500 people, water is managed by the community and water fee is free, but for the water yard in the population between 500 to 1,000, water facilities are managed by SWC and SWC charges monthly water fee.

Mr. Gamal Alamin (DWSU) appreciated the efforts of K-TOP, and he hoped the experiences in K-TOP can be applied to the other states of Sudan, including adopting water meter and automatic control of water facility.

Mr. Abu-zaid (SWC) added information on the water fees paid by the people in Banard village and Wed El Helew town. He was afraid that if the rural community is not involved in running the water facility, it might not guarantee the sustainability of the water facility, so he requested UNIDO to visit the water facilities in Wed El Helew and Banard.

Agriculture Cluster:

For the Agriculture Cluster, Dr. Anwar (SMoA) made presentation on achievements of the Outputs, the Project Purpose and Overall Goal, Mr. Iida (Evaluation Consultant) on evaluation based on the five criteria, and Mr. Shiomi (JICA) on conclusion, recommendation and lessons learned.

Health Cluster:

For the Health Cluster, Dr. Omer (SMoH) made presentation on achievements of the Outputs, the Project Purpose and Overall Goal, Mr. Iida (Evaluation Consultant) on evaluation based on the five criteria, and Ms. Kotoura (JICA) on conclusion, recommendation and lessons learned.

Vocational Training Cluster:

For the Vocational Training Cluster, Mr. Alharith (KVTC) made presentation on achievements of the Outputs, the Project Purpose and Overall Goal, Ms. Ota (Evaluation Consultant) on evaluation based on the five criteria, and Mr. Nakahara (JICA) on conclusion, recommendation and lessons learned.

Mr. Mustafa (SCVTA) appreciated what has been achieved in KVTC. He expressed his will to take KVTC as model to transfer and nationalize, he also added, that he hopes KVTC to be a focal point in the eastern Sudan.

Mr. Mustafa urged KVTC to have confidence in what they have achieved and to continue its effort to excel as a model. He also recommended the State Government of Kassala to strengthen vocational training by establishing Kassala State Council for Vocational Training and Apprenticeship, and owning a state policy for vocational training. He stressed on the importance of vocational training that contribute to the social stability by promoting youth employment and skills development. He

then underlined the importance of financial aspect, thus recommended KVTC to promote further income generation activities, while appealing to the State Government for financial support. Mr. Mustafa concluded his remark by urging KVTC to keep on improving even without K-TOP, not to disappoint Japanese experts when they come back to KVTC in future.

Overall Evaluation of the multi-cluster K-TOP

Ms. Miyazaki (JICA) presented the Overall Evaluation of the multi-cluster K-TOP, which included the comparative results of evaluation of five clusters, cross-cutting issues among the five clusters, the general conclusion of Terminal Evaluation, and the way forward for K-TOP.

Overall Comments

Mr. Farah (Higher Council for Decentralization Governance) commented that he has learned good ideas and knowledge from the activities of K-TOP, especially when he visited Banard water station, and emphasized the importance of involving the community in the development projects. He also thanked JICA, Japanese people, and Kassala State Government for their efforts to develop Sudan.

Mr. Mori (Chief Representative, JICA Sudan Office) commented as follows:

- He is very satisfied with the evaluation result.
- Contributions by Japanese experts for K-TOP achievements are only around 30%, and more than 300 Sudanese have contributed for the success of K-TOP, including village midwives, technicians, engineers and farmers.
- He mentioned that the good collaboration and harmonization between the people and government has been developed, which is the key result from capacity building of the government staff, and we should be proud of this achievement.
- The Evaluation Mission evaluated what K-TOP has achieved and what K-TOP needs to improve for the next few months.
- He believed that K-TOP made a very good model in Kassala, and it should be disseminated to all over villages, localities and states in Sudan.
- K-TOP might not improve everything in Kassala, but he hoped that the next generation will respect K-TOP activities and achievements and move from that point.
- He hoped other donors utilize K-TOP model, which is not owned by JICA, but by the State Government.
- He asked other donors (UNDP, UNIDO and UNHCR) to invest more in Kassala.

Mr. Gamal (DPD) closed the meeting by expressing that:

- Terminal evaluation showed how Sudanese counterparts have implemented K-TOP as planned in the project design matrix.
- It is easy to sustain the capacity of the state government staff built during K-TOP, because they received many TOTs during K-TOP.

- He is proud that Kassala State Government now has good knowledge of Kaizen and is willing to disseminate it to other states in Sudan.
- He finally thanked all of participants in this meeting.

Annex 1:

Capacity Development Project for the Provision of Services of Basic Human Needs in Kassala, Sudan (K-TOP)

Joint Coordination Committee (JCC) Meeting on Terminal Evaluation Results

- (1) **Date and Time:** 11:00-14:00 on January 20th (Mon), 2014
(2) **Venue:** Capacity Development Hall, next to Kassala Vocational Training Center (KVTC)

(3) **Objectives:**

- 1) to report and discuss the summary results of the Joint Terminal Evaluation of K-TOP (achievements, evaluation based on the five criteria, conclusion, and recommendation) between Kassala State Government and JICA, and
- 2) to discuss, agree (and sign) on the Minutes of Meeting (M/M) on the Terminal Evaluation of K-TOP

(4) **Participants: (Total: 50-59 persons)**

Kassala State Government (13-18 persons)

- DG, State Ministry of Finance, Economy and Manpower (SMoF) (chairperson)
- DG, Directorate of Planning and Development (DPD), SMoF (deputy chairperson)
- 2-3 Representatives from Directorate of Planning and Development (DPD), SMoF
- 2-3 Representatives from State Water Corporation (SWC)
- 2-3 Representative from State Ministry of Agriculture and Animal Resources (SMoA)
- 2-3 Representatives from State Ministry of Health (SMoH)
- 2-3 Representatives from Kassala Vocational Training Center (KVTC)
- 1 Representative from Directorate of Training (DoT), SMoF

Federal Government (3 persons)

- 1 Representative from Higher Council for Decentralized Governance (HCDG)
- 1 Representative from Drinking Water and Sanitation Unit (DWSU)
- 1 Representative from Supreme Council for Vocational Training and Apprenticeship (SCVTA)

Development Partners in Kassala (3-6 persons)

- 1-2 Representative from UNDP
- 1-2 Representatives from UNHCR
- 1-2 Representative from UNIDO

K-TOP Experts and National Staff (10 Japanese + 9-10 Sudanese = 19-20 persons)

- Planning Cluster (Tanaka, Hagiwara, Jingushi, Akram, Ibrahim, Maha)
- Water Cluster (Sakamoto, Shichijo, Anis)
- Agriculture and Livelihood Cluster (Koga, Itakura, Omer, Musa)
- Health Cluster (Suwa, Kuroda, Tarig, Sharif, Nazik)
- Vocational Training Cluster (Ikawa, Adam)

Terminal Evaluation Mission (12 persons)

- 5 Representatives from JICA Headquarters (Ms. Miyazaki, Ms. Yasunaga, Ms. Dohi, Mr. Nakahara, Ms. Kotoura, Mr. Oshima)
- 4 Representatives from JICA Sudan Office (Mr. Mori, Mr. Shiomi, Ms. Kato, Ms. Halima)
- 2 Evaluation Consultants (Mr. Iida, Ms. Ota)

(5) **Program**

- 11:00-11:10 Self-introduction of the participants
11:10-11:15 Opening Speech (by Mr. Gamal, DG, DPD)

Report by the Terminal Evaluation Mission (15 minutes per presentation)

- 1) *Achievements presented by **K-TOP Counterpart** in each cluster (5 minutes per cluster) (in Arabic or English)*
- 2) *Evaluation based on the five criteria, conclusion and recommendation presented by the **Terminal Evaluation Mission** (7 minutes per cluster) (in English)*
- 3) *Questions, comments and answers (3 minutes) (in Arabic or English)*

- 11:15-11:30 1) Planning Cluster
- a) Achievements of the Outputs, the Project Purpose and Overall Goal (by Mr. Ahmed, CFCI, DPD)
 - b) Evaluation based on the five criteria (by Ms. Ota)
 - c) Conclusion, Recommendation and Lessons Learned (by Ms. Yasunaga)
 - d) Questions, comments and answers
- 11:30-11:45 2) Water Cluster
- a) Achievements of the Outputs, the Project Purpose and Overall Goal (by Mr. Isam, Construction and Project Manager, SWC)
 - b) Evaluation based on the five criteria (by Mr. Iida)
 - c) Conclusion, Recommendation and Lessons Learned (by Ms. Kato)
 - d) Questions, comments and answers
- 11:45-12:00 3) Agriculture and Livelihood Cluster
- a) Achievements of the Outputs, the Project Purpose and Overall Goal (by Mr. Anwar, Director of Planning, Monitoring and Evaluation, SMoA)
 - b) Evaluation based on the five criteria (by Mr. Iida)
 - c) Conclusion, Recommendation and Lessons Learned (by Mr. Shiomi)
 - d) Questions, comments and answers
- 12:00-12:15 4) Health Cluster
- a) Achievements of the Outputs, the Project Purpose and Overall Goal (by Dr. Omer, Director of Planning and Human Resource, SMoH)
 - b) Evaluation based on the five criteria (by Mr. Iida)
 - c) Conclusion, Recommendation and Lessons Learned (by Ms. Kotoura)
 - d) Questions, comments and answers
- 12:15-12:30 5) Vocational Training Cluster
- a) Achievements of the Outputs, the Project Purpose and Overall Goal (by Mr. Alharith, Deputy Director, KVTC)
 - b) Evaluation based on the five criteria (by Ms. Ota)
 - c) Conclusion, Recommendation and Lessons Learned (by Mr. Nakahara)
 - d) Questions, comments and answers
- 12:30-12:45 6) Overall Evaluation of the multi-cluster K-TOP (by Ms. Miyazaki)
- 12:45-13:40 Overall discussions on evaluation, conclusion and recommendation proposed by the Terminal Evaluation Mission
- 13:40-13:50 Closing Speech 1 (by Mr. Mori, Chief Representative, JICA Sudan Office)
- 13:50-14:00 Closing Speech 2 (by Mr. Musa, DG, SMoF)
- After JCC **Signing the Minutes of Meeting** by Mr. Musa, DG, SMoF, Ms. Miyazaki, JICA Headquarters and Mr. Mori, JICA Sudan Office

Annex 2: List of Participants in JCC Meeting on 20th January 2014

| No. | Name | Position/ Organization | E-mail | Phone |
|--|----------------------------------|--|--------|-------|
| A. Kassala State Government | | | | |
| 1 | Mr. Abdallah Mohammed Daraf | Minister, SMOH | | |
| 2 | Mr. Gamal Mohammed | DG, DPD | | |
| 3 | Mr. Ahmed Mohammed Adam | DPD | | |
| 4 | Ms. Mai Abead Abbas | DPD | | |
| 5 | Mr. Hashim Mohammed Abdulatif | DG, SWC | | |
| 6 | Mr. Abu-zaid Mohamed Ali | SWC | | |
| 7 | Mr. Isam Eldin Khoguli | SWC | | |
| 8 | Dr. Anwar M. Osman | Director of Planning, SMoA | | |
| 9 | Ms. Alawia Atta | Director, Rural Development, TTEA, SMoA | | |
| 10 | Ms. Batoul Hassan Abbas | Rural Development, TTEA, SMoA | | |
| 11 | Ms. Basmat Osman | Rural Development, TTEA, SMoA | | |
| 12 | Dr. Abdalgadir Artoli | Director of PHC, SMoH | | |
| 13 | Dr. Omer Suleiman | Director of HRD and Planning, SMoH | | |
| 14 | Mr. Hassan Makki | Director, KVTC | | |
| 15 | Mr. Mohammed Alharith | Deputy Director, KVTC | | |
| B. Federal Government | | | | |
| 16 | Mr. Farah G. Karar | Training Manager, HCDG | | |
| 17 | Mr. Gamal Alamin | Director of Project Implementation, DWSU | | |
| 18 | Mr. Mustafa Elradi Ahmed | Secretary General, SCVTA | | |
| C. Development Partners in Kassala | | | | |
| 19 | Mr. Charles Makunja | Governance Advisor, UNDP | | |
| 20 | Ms. Hope Okuga | Agriculture Specialist, UNHCR | | |
| 21 | Mr. R.K.P Singh | UNIDO- IFSP, Kassala | | |
| 22 | Mr. Mohammed Nour Abdulrahim | UNIDO- IFSP. Kassala | | |
| D. Terminal Evaluation Mission from Japan | | | | |
| 23 | Ms. Katsura Miyazaki | JICA Headquarters | | |

| | | | | |
|-----------------------------------|---------------------------------------|---|--|--|
| 24 | Ms. Tomoko Yasunaga | JICA Headquarters | | |
| 25 | Ms. Yuko Dohi | JICA Headquarters | | |
| 26 | Mr. Kensuke Oshima | JICA Headquarters | | |
| 27 | Ms. Yoko Kotoura | JICA Headquarters | | |
| 28 | Mr. Shinichiro Nakahara | JICA Headquarters | | |
| 29 | Mr. Harumi Iida | Evaluation Consultant | | |
| 30 | Ms. Yoko Ota | Evaluation Consultant | | |
| E. JICA Sudan Office | | | | |
| 31 | Mr. Hiroyuki Mori | Chief Representative, JICA Sudan Office | | |
| 32 | Mr. Masahiro Shiomi | JICA Sudan Office | | |
| 33 | Ms. Hisae Kato | JICA Sudan Office | | |
| 34 | Ms. Halima Abdeen | JICA Sudan Office | | |
| F. K-TOP Experts and Staff | | | | |
| 35 | Mr. Kiyofumi Tanaka | K-TOP Planning Cluster | | |
| 36 | Mr. Restu Hagiwara | K-TOP Planning Cluster | | |
| 37 | Ms. Mana Jingushi | K-TOP Planning Cluster | | |
| 38 | Mr. Ibrahim Hassan Omer | K-TOP Planning Cluster | | |
| 39 | Mr. Akram Ismail | K-TOP Planning Cluster | | |
| 40 | Ms. Afaf Ali Saad | K-TOP Planning Cluster | | |
| 41 | Ms. Maha Omer Mohammed | K-TOP Planning Cluster | | |
| 42 | Mr. Hiroyuki Sakamoto | K-TOP Water Cluster | | |
| 43 | Mr. Kan Shichijo | K-TOP Water Cluster | | |
| 44 | Mr. Anis Ismail | K-TOP Water Cluster | | |
| 45 | Mr. Naoki Koga | K-TOP Agricultural Cluster | | |
| 46 | Mr. Ippei Itakura | K-TOP Agricultural Cluster | | |
| 47 | Mr. Omer SiedAhmed Mohammad | K-TOP Agricultural Cluster | | |
| 48 | Mr. Musa Abdelgader Mohammed | K-TOP Agricultural Cluster | | |
| 49 | Ms. Hiromi Suwa | K-TOP Health Cluster | | |
| 50 | Ms. Nazik Mubark Elmahi Ahmed | K-TOP Health Cluster | | |
| 51 | Dr. Tarig Abdelrahman Khalid Mohammed | K-TOP Health Cluster | | |
| 52 | Mr. Elssadig Adam Abbass | K-TOP Health Cluster | | |
| 53 | Ms. Mariko Ikawa | K-TOP Vocational Training Cluster | | |

| | | | | |
|----|---------------------------|--------------------------------------|--|--|
| 54 | Mr. Ibrahim Adam Idris | K-TOP Vocational Training Cluster | | |
|----|---------------------------|--------------------------------------|--|--|

Meeting Record

**K-TOP Final Seminar & Joint Coordination Committee (JCC) Meeting
for “Capacity Development Project for Provision of the Services
for Basic Human Needs in Kassala (K-TOP)”**

1. **Date and Time:** 28th April, 2014 (Mon) 13:00-16:30
2. **Venue:** Capacity Development Hall, Kassala
3. **Agenda:** Attached as Annex 1
4. **Participants:** Attached as Annex 2
5. **Contents:**

Opening Remark by Mr. Gamal, Director General of General Directorate of Economic Planning and Development (DPD)

Mr. Gamal, DPD, opened the seminar and welcomed the Federal Government participants, Japanese experts and other counterparts. He explained that during this seminar, each cluster of K-TOP will present the highlights of their activities during the past three years. Kassala State Government is so happy to receive the Federal Government and appreciated the possible roles of Federal Government to follow up and disseminate K-TOP activities, which they saw in the field, in the Federal level.

Opening Remark by Mr. Mohammed Osman, Secretary General of Kassala State Government

Mr. Mohammed Osman also welcomed the Federal Governments participants, Japanese experts and other counterparts, and mentioned that: Kassala State Government is really appreciated what JICA experts did in the different clusters of K-TOP, and this is considered as a useful project for Kassala people. So we will do our best to keep sustainability for the achievements of the Project, and we are also looking forward to extending the period for JICA Project in Kassala as long as possible. Finally we hope to conclude this seminar with certain and strong recommendations for practical and useful experiences.

Self-introduction by the participants

K-TOP Video Show

Remark by Mr. Mohammed Elhafiz, Executive Director, West Kassala Locality

Mr. Mohammed Elhafiz, West Kassala Locality, welcomed with all the participants from Kassala State Government and Federal Government. Then he said that: While JICA has no activity in my locality, I am very keen to attend this seminar, because I really believe in what JICA team is doing in different clusters, and I was fighting to make our locality benefited from JICA, because JICA is considering real needs in the field. Furthermore, I myself like punctuality and arranging, and I found that in JICA Project and Japanese experts' behaviors. Finally I hope

for JICA Project to get approved for Phase 2 and wish that to put our locality as a beneficiary during Phase 2. I will not give up. While I am not a part of JICA's past, I will be a part of JICA's future.

Mr. Gamal, DPD, replied: Now all national staff of JICA K-TOP are capable to do any activities as same as Japanese, so instead of JICA experts, you can use KICA (K= Kassala) staff.

Planning Cluster Presentation:

Mr. Gamal, DPD, made a presentation by introducing highlights of K-TOP achievements in Planning Cluster. Questions and discussion after his presentation are summarized as follows:

- Q: Mr. Abdelwali, Supreme Council for Vocational Training and Apprenticeship (SCVTA): First he appreciated the achievements of K-TOP, and said: We made a Kaizen group in Khartoum and we are preparing for Kaizen workshops in El Obeid and Kadogli. Then he asked about how we can avoid slackness during implementing of Kaizen activities in Sudan?
- A: Mr. Gamal, DPD, answered: Kaizen is a voluntary work and it is important to start from decision makers. Japan started Kaizen after the World War II, because Japan was destroyed financially and morally during the war, so Kaizen basically builds self-confidence for human being and also starts from the bottom. If you feel satisfaction in Kaizen, you will never lose your self-confidence to continue Kaizen.
- Q: Ms. Shadia, Higher Council for Decentralized Governance (HCDG), asked: The people usually do cleaning and arranging, so what is different in Kaizen?
- A: Mr. Gamal, DPD, answered: The secret of Kaizen is a continuous improvement and also it starts from the small things.

Health Cluster Presentation:

Dr. Ali, Reproductive Health (RH) Coordinator in State Ministry of Health (SMoH), made a presentation by introducing highlights of K-TOP achievements in Health Cluster.

Water Cluster Presentation:

Mr. Abuzaid, Rural Water Adviser, State Water Corporation (SWC), made a presentation by introducing highlights of K-TOP achievements in Water Cluster.

Agriculture and Livelihood Cluster Presentation:

Dr. Anwar, Director of Planning, Monitoring and Evaluation (PME) in State Ministry of Agriculture (SMoA), made a presentation by introducing highlights of K-TOP achievements in Agriculture and Livelihood Cluster.

Vocational Training Cluster Presentation:

Mr. Hassan Maki, Director, Kassala Vocational Training Center (KVTC), made a presentation by introducing highlights of K-TOP achievements in Vocational Training Cluster.

Closing Remark by Mr. Kamal Ayoub, HCDG:

Mr. Kamal, HCDG, said that: This is the first time for me to visit Kassala, and I am really very happy and appreciated for what JICA did in the targeted clusters, and I hope JICA to keep supporting for Kassala people in future. Also I am a witness for these achievements of JICA and all of them will need for continuous support from Kassala State Government. Before I came here, I heard about JICA Project in Kassala, so when I arrived at Kassala, I saw much bigger impacts than what I heard in Khartoum. The person who just heard is not like the person who actually saw. My concern is how we will keep up sustainability of these achievements of K-TOP. And I think we can do it through Kaizen. So don't make any excuses, and you have to move on. Finally, thank you very much for JICA and for Japanese people.

Closing Remark by Mr. Abdelwali, SCVTA:

Mr. Abdelwali, SCVTA, welcomed with all participants from five clusters, and he said: I will start from a small story: "Yesterday I met someone in Kassala public market, near a coffee place, and I asked him "Do you know JICA?" He answered "JICA becomes like a mother, a father or brothers for us. Previously we did not know about KVTC, but now it becomes well-known for us. In addition, we experienced the improvement of drinking water quality in Kassala town. All of these are because of JICA." Then he added: I visited Mahta water station, and I am really appreciated what I saw. I also visited agriculture activities and modern techniques which were implemented, most of which are very exciting to me, and JICA made a strong push to disseminate them in the rural areas. Now JICA K-TOP is phasing out, but I hope to see JICA again in Phase 2.

Closing Remark by Mr. Shiomi, JICA Sudan Office:

Mr. Shiomi, JICA Sudan Office, thanked all Kassala people, K-TOP team, Federal Government and other stakeholders, then he said: JICA is very proud of what K-TOP achieved, while K-TOP is an exceptional case in terms of size and complexity among all JICA projects across the world. He also mentioned that: Now most of the project activities were successfully completed, due to the hard work of Kassala State Government and JICA team. What K-TOP has achieved needs to be sustained by Kassala State people for themselves, , although JICA and Kassala State Government had just agreed to extend the period for some clusters (Health, Water and Agriculture), and some next cooperation activities after K-TOP are now under discussion. It may be difficult, but I would like to say: No one can help who does not help himself. Finally we believe in you, so please believe in yourself.

Closing Remark by Mr. Gamal, Director General of DPD

Mr. Gamal closed the seminar by saying: On behalf of Secretary General of Kassala State Government, and after we discussed all project activities including lessons learned, I speak up to all counterparts in Kassala State Government to take all recommendation as a challenge, because when they were working with Japanese experts, they tried to do their best, and we are proud of all of them. We learned many things from Japanese people, such as following:

1. Do not do anything unnecessary, unless you are required to do so.
2. From training workshops inside and outside Sudan, we learned the importance of action plan and how to implement it.
3. Through Kaizen program, now you are capable to ease any challenge and to solve any problem. About 50 people in Kassala State Government were trained in Kaizen through K-TOP. And I myself, I guarantee that 80% of the implemented activities in K-TOP will be sustained, because JICA concerned about capacity building of human resources in Kassala State Government.
4. Importance of self evaluation and transparency of the project
5. Strong willingness for development

Then he said: As Mr. Abdelwali from SCVTA said, now everyone knows JICA and everyone is following K-TOP activities in Kassala, and we will keep and protect all these achievements of K-TOP. JICA K-TOP experiences will be disseminated through the national staff of K-TOP and all of us, since we are working for one goal (United Sudan). Also Kaizen principles are the same as Muslim behaviors, so everyone has a Kaizen spirit inside him, and he/she should step out its spirit. Finally, thanks for all participants and I would like to announce that: Kassala State is now arranging for a big festival for honoring JICA K-TOP, and all Sudan people will be invited for that. Also there is an extension period for 10 months for some clusters, and furthermore we are waiting for Phase 2 of K-TOP.

**Final Dissemination Seminar (and JCC Meeting)¹ in Kassala for
JICA “Capacity Development Project for Provision of the Services
for Basic Human Needs in Kassala, Sudan (K-TOP)”**

1. Date and Time: 28 April 2014 (Mon) 13:45 – 16:40

2. Venue: Capacity Development Hall, next to KVTC, Kassala

3. Objectives

- 1) To introduce the **highlights of K-TOP’s achievements** in 5 clusters (Planning, Water, Agriculture and Livelihood, Health and Vocational Training), in order for Federal Government, Development Partners and other State Governments to utilize K-TOP’s useful experiences
- 2) To discuss **how Kassala State Government can sustain and expand K-TOP’s achievements** with their own resources

4. Invited Participants (max 70 persons)

a. Representatives of Federal Government (around 8-10 persons)

- Representative(s) of Higher Council for Decentralized Governance (HCDG)
- Representative(s) of Federal Ministry of Finance and National Economy (FMoF)
- Representative(s) of Federal Ministry of Health (FMoH)
- Representative(s) of Federal Ministry of Agriculture (FMoA)
- Representative(s) of Drinking Water and Sanitation Unit (DWSU)
- Representative(s) of Supreme Council for Vocational Training Apprentices (SCVTA)

b. Representatives of Development Partners in Kassala (around 10-15 persons)

- Representative(s) of The World Bank
- Representative(s) of UNDP
- Representative(s) of UNHCR
- Representative(s) of UNICEF
- Representative(s) of UNFPA
- Representative(s) of WHO
- Representative(s) of FAO
- Representative(s) of UNIDO
- Representative(s) of Italian Cooperation

c. Representatives of Kassala State Government (around 10-15 persons)

- Secretary General, Kassala State Government
- Representative(s) of General Directorate of Economic Planning and Development (DPD), State Ministry of Finance, Economy and Manpower (SMoF)
- Representative(s) of State Ministry of Health (SMoH)
- Representative(s) of State Ministry of Agriculture and Animal Resources (SMoA)
- Representative(s) of State Water Cooperation (SWC)
- Representative(s) of Kassala Vocational Training Center (KVTC)

d. Representatives from Japanese side (around 20-25 persons)

- Representative(s) of JICA Sudan Office (Mr. Shiomi, Ms. Nahla)

¹ This final Seminar in Kassala will also serve as the last Joint Coordinating Committee (JCC) meeting in K-TOP.

- JICA K-TOP Experts (10 persons; Tanaka, Utsugi, JIngushi, Shirakawa, Shichijo, Y. Kuroda, Koga, Akasaka, Suwa, Nishiyama)
- JICA K-TOP National Staff (around 10 persons)
- e. Media** (invited by Kassala State Government, 1-3 persons)
 - Kassala Radio/TV
 - Sudan TV
 - Al Sharooq TV
 - National Radio

5. Time Table (tentative)

Opening

- 13:45 - 13:50 Opening Remark (by DPD)
 13:45 - 13:55 Opening Remark (by Secretary General, Kassala State Government)
 13:55 - 14:00 Self-introductions of the participants

Part 1: Video show of K-TOP

- 14:00 - 14:35 Video Show on K-TOP (in Arabic with English subtitles)

- 14:35 - 14:40 Remark (by Executive Director, West Kassala Locality)

Part 2: Introducing Highlights of K-TOP Achievements and Kassala State Government's Plan for Continuation and Expansion of K-TOP Achievements

- 1) 15-minute presentation by Kassala State Government, and
 2) 5-minutes Q&A and comments (a total of 15 minutes per cluster)

- 14:40 - 15:00 (1) Planning Cluster (Presentation, Q&A) (by DPD, Kassala)
 15:00 - 15:20 (2) Water Supply Cluster (Presentation, Q&A) (by SWC, Kassala)
 15:20 - 15:40 (3) Agriculture and Livelihood Cluster (Presentation, Q&A) (by SMoA, Kassala)
 15:40 - 16:00 (4) Health Cluster (Presentation, Q&A) (by SMoH, Kassala)
 16:00 - 16:20 (5) Vocational Training Cluster (Presentation, Q&A) (by KVTC, Kassala)

Closing

- 16:20 - 16:25 Closing Remark 1 (by HCDG)
 16:25 - 16:30 Closing Remark 2 (by SCVTA)
 16:30 - 16:35 Closing Remark 3 (by JICA Sudan Office)
 16:35 - 16:40 Closing Remark 4 (by DPD)

Annex 2:

**Participants for K-TOP Final Seminar & Joint Coordination Committee (JCC) Meeting
(at Capacity Development Hall, Kassala, on 28 April 2014)**

| No | Name | Organization | E-mail | Phone |
|---|-----------------------------------|---|--------|-------|
| A. Federal Government | | | | |
| 1 | Mr. Kamal Ayoub | Higher Council for Decentralized Governance (HCDG) | | |
| 2 | Ms. Shadia Abubakr Algadi | Higher Council for Decentralized Governance (HCDG) | | |
| 3 | Ms. Egbal Mafrah | Federal Ministry of Agriculture and Irrigation (FMoAI) | | |
| 4 | Mr. Abdelwali Mohammed | Director, Institution of Training of Trainers and Supervisors, Supreme Council for Vocational Training and Apprenticeship (SCVTA) | | |
| B. Kassala State Government | | | | |
| 5 | Mr. Mohammed Osman Musa | Secretary General, Kassala State Government | | |
| 6 | Mr. Mohammed Elhafiz | Executive Director, West Kassala Locality | | |
| 7 | Mr. Gamal Mohammed El Hassan | Director General, DPD, SMoF | | |
| 8 | Mr. Khalid Mohammed | DPD, SMoF | | |
| 9 | Mr. Ahmed Mohammed Adam | DPD, SMoF | | |
| 10 | Ms. Samia Abdulsalam | Director, Training Department, SMoF | | |
| 11 | Mr. Musa Ahmed | Training Department, SMoF | | |
| 12 | Mr. Hashim Mohammed | Director, SWC | | |
| 13 | Mr. Isam Eldin Khogali | Project Manager, SWC | | |
| 14 | Mr. Abuzaid Mohammed Ali | Rural Water Adviser, SWC | | |
| 15 | Dr. Anwar Mohammed Osman | Director, PME, SMoA | | |
| 16 | Mr. Algali Ibahim | Director, TTEA, SMoA | | |
| 17 | Ms. Alawia Atta | Rural Development Department, TTEA, SMoA | | |
| 18 | Mr. Mohammed Alamin Adam Eimani | Field Officer, SMoA | | |
| 19 | Dr. Ali Adam | RH Coordinator, SMoH | | |
| 20 | Mr. Shaa Aldin Hamza | EPI Coordinator, SMoH | | |
| 21 | Mr. Hassan Maki | Director, KVTC | | |
| 22 | Mr. Mohammed A. Alharith | Deputy Director, KVTC | | |
| 23 | Mr. Emad Aldin | Deputy Director, KVTC | | |
| 24 | Mr. Abdulrahman Adam Mohammed Ali | KVTC | | |
| C. Development Partners in Kassala | | | | |
| 25 | Mr. Mohammed Osman | SLDP, World Bank | | |
| 26 | Mr. Abdulmageed Gaber | Program Manager, SRC | | |
| D. JICA Sudan Office | | | | |
| 27 | Mr. Masahiro Shiomi | Project Formulation Advisor, JICA Sudan Office | | |

| | | | | |
|----------------------|---------------------------------|---------------------------|--|--|
| 28 | Ms. Nahla Sid Ahmed | JICA Sudan | | |
| E. JICA K-TOP | | | | |
| 29 | Mr. Kiyofumi Tanaka | K-TOP Planning Cluster | | |
| 30 | Ms. Kai Utsugi | K-TOP Planning Cluster | | |
| 31 | Ms. Mana Jingushi | K-TOP Planning Cluster | | |
| 32 | Ms. Yuki Shirakawa | K-TOP Planning Cluster | | |
| 33 | Mr. Akram Ismail Adam Hamad | K-TOP Planning Cluster | | |
| 34 | Mr. Ibrahim Hassan Omer | K-TOP Planning Cluster | | |
| 35 | Ms. Maha Omer Mohammed | K-TOP Planning Cluster | | |
| 36 | Mr. Shichijo Kan | K-TOP Water Cluster | | |
| 37 | Mr. Yasuyuki Kuroda | K-TOP Water Cluster | | |
| 38 | Mr. Edres Abdalla Yabat Amar | K-TOP Water Cluster | | |
| 30 | Mr. Naoki Koga | K-TOP Agriculture Cluster | | |
| 40 | Ms. Kyoko Akasaka | K-TOP Agriculture Cluster | | |
| 41 | Mr. Musa Abdulgader | K-TOP Agriculture Cluster | | |
| 42 | Mr. Omer Sied Ahmed | K-TOP Agriculture Cluster | | |
| 43 | Ms. Khadiga Mohammed | K-TOP Agriculture Cluster | | |
| 44 | Mr. Hiromi Suwa | K-TOP Health Cluster | | |
| 45 | Dr. Tarig Abdelrahman Khalid | K-TOP Health Cluster | | |
| 46 | Dr. Sharif Abdolla | K-TOP Health Cluster | | |
| 47 | Mr. Ryuichi Nishiyama | K-TOP VT Cluster | | |
| 48 | Mr. Ibrahim Adam | K-TOP VT Cluster | | |

Appendix 5.

調達機材リスト

List of Procured Equipment

Appendix 5.

調達機材リスト/List of Procured Equipment

| Item | Specification | Qty |
|--------------------------------|---|-----|
| Year 1 | | |
| Common | | |
| Vehicle (Nissan Patrol) | Nissan Patrol GL 4X4-2011 (1 vehicle) Nissan Patrol GL 4X4-2012 (1 vehicle) Accessories: - Heavy Duty Bull Bar Quantity (1pic x 2cars) - Electric Winch Quantity (1pic x 2cars) - Floor Mats Quantity (1set x 2 cars) - 1 Kg fire extinguish | 1 |
| Vehicle (Nissan Patrol) | Nissan Patrol GL 4X4-2011 (1 vehicle) Nissan Patrol GL 4X4-2012 (1 vehicle) Accessories: - Heavy Duty Bull Bar Quantity (1pic x 2cars) - Electric Winch Quantity (1pic x 2cars) - Floor Mats Quantity (1set x 2 cars) - 1 Kg fire extinguish | 1 |
| Planning | | |
| Laptop PC | TOSHIBA Satellite C660 | 3 |
| UPS | | 2 |
| Digital camera | | 2 |
| Laptop PC | | 3 |
| Desktop PC | | 5 |
| Laser Printer | | 8 |
| UPS | | 8 |
| Photocopier (colour) | Ricoh MPC 2050 | 1 |
| Air conditioner | | 2 |
| Chairs M3 Type | | 10 |
| Chairs Sofa Type | | 6 |
| Laptop PC | TOSHIBA Satellite C660 | 3 |
| Air conditioner | LG | 1 |
| Office rooms and toilet in DPD | | 1 |
| Water | | |
| Laptop PC | | 5 |
| Desktop PC | | 5 |
| Laser Printer | HP Laser Jet P2055 | 1 |
| Stabilizer | | 5 |
| UPS | | 5 |
| Digital camera | SONY Cyber-shot DSC-W550 | 4 |
| Projector | SONY EX-100 | 1 |
| Portable Printer | | 1 |
| Chair | | 1 |
| Chair | | 1 |
| Bookshelf, Chest | | 1 |

| Item | Specification | Qty |
|---|-------------------------------|------|
| Desk | | 10 |
| Photocopier | Ricoh MP 2000 | 1 |
| Laptop PC | including anti-virus software | 20 |
| Printer | | 6 |
| Toners for Printer | | 18 |
| Extension Cable | | 20 |
| Screen | | 1 |
| Leakage Detection Machine | | 2 |
| Listening Stick | | 2 |
| Ultrasonic Flow Meter | 富士電機 FSCS19B1-10E, FSD120Y1 | 1 |
| Pocket compass | | 1 |
| GPS | | 2 |
| GPS | | 2 |
| Water meter | | 55 |
| Clamp meter | | 1 |
| Welding Machine for HDP | | 2 |
| Air Compressor | | 1 |
| Large Fan | | 2 |
| Mega Tester | | 2 |
| Digital Multi Tester | | 2 |
| Water Indicator (100m) | | 1 |
| Water Indicator (200m) | | 1 |
| Measure, Staff | | 1 |
| Battery charger | | 1 |
| Emergency Light | | 1 |
| Electric Cable for Electric Sounding | | 200 |
| Electric Cable | | 1250 |
| Battery (50A) | | 3 |
| Generator | 50Va | 1 |
| Electric Cable | | 600 |
| Chopper | | 5 |
| Tent and Parasol | | 1 |
| Vinyl Pipe | | 1.5 |
| Thread Sealing Tape | | 40 |
| Nylon Rope | | 400 |
| Cable Fix Code | | 300 |
| Submersible Pump and Cable | | 3 |
| Controlling Board | | 1 |
| Tool Kit for Pumping Test / Air Lift Tool Set-up | | 1 |
| Equipment for Pumping Test / Air Lift Tool Set-up | | 1 |
| 1" Air hose | | 20 |
| 4" Sunny hose | | 50 |
| 3" Pipe Elevator | | 2 |
| 1" Pipe Elevator | | 2 |

| Item | Specification | Qty |
|---|--|-----|
| 3" Slide Tongue | | 2 |
| 1" Slide Tongue | | 2 |
| Geoelectric Sounding Machine Case | | 1 |
| Two Dimension Geoelectric Sounding Machine | | 1 |
| Borehole Camera, Measuring Instrument, Tripod | | 1 |
| Tools for Air lifting | | |
| Water supply facility in WEH | | 1 |
| Agriculture | | |
| Digital camera | SONY Cyber-shot DSC-W550 | 13 |
| Printer | | 14 |
| Photocopier | RICOH Aficio 2000 | 1 |
| Portable Printer | | 1 |
| Digital camera | | 1 |
| Desktop PC | | 16 |
| Laptop PC | | 8 |
| Projector | SONY VPL-EX100 | 1 |
| Video Camera | SONY Handycam DCR-SX85E | 1 |
| Laptop PC | TOSHIBA Satellite C660 | 3 |
| Desktop PC | HP Compaq 500B | 1 |
| Tractor Attachment (Mower) | | 2 |
| Tractor Attachment (Baler) | | 2 |
| Tractor Attachment (Trailer) | | 2 |
| Tractor Attachment (Thresher) | | 3 |
| Motorbike | | 9 |
| GPS | GARMIN eTrex Vista HCx | 10 |
| Tractor | | 2 |
| Treadle Sewing Machine | FYLINGMAN JA2-4 (foot-control) | 8 |
| Electronic Sewing Machine | FLYINGMAN JH18 (zigzag) | 6 |
| Gas oven (Local Type: small) | | 2 |
| Gas oven (Local Type: big) | | 2 |
| Gas oven (Femas) | | 2 |
| Refrigerator | LIEBHERR 10 inch (2-door) & 12 feet (deeper freezer) | 2 |
| Tractor Attachment (Planter) | | 2 |
| Tractor Attachment (Ridger) | | 3 |
| Tractor Attachment (Sprayer) | | 2 |
| Tractor Attachment (Chisel Plow) | | 3 |
| Tractor Attachment (Thresher) | | 5 |
| Tractor Attachment (Disc Plow) | | 3 |
| Tractor Attachment (Trailer) | | 3 |
| Health | | |
| Laptop PC | Toshiba Satellite | 2 |
| Laser Printer | | 1 |
| Portable Printer | | 1 |

| Item | Specification | Qty |
|---|--|-----|
| UPS | | 1 |
| Digital camera | | 1 |
| Photocopier | RICOH Aficio 2000 | 1 |
| Projector | Sony Ex100 | 1 |
| Screen | | 1 |
| Laptop PC | | 5 |
| Air conditioner | LG | 1 |
| Anesthesia Machine | Shin-E Sharp, Japan, SL 210 w/Ventilator | 3 |
| Autoclave | Hirayama, Japan, HVA-110 | 2 |
| Autoclave, Table Top | Hirayama, Japan, HRM-242 II | 3 |
| Defibrillator | NihonKohden, Japan, TEV5521K | 4 |
| Electrosurgical Unit | Coviden, Valylab, Force Ez | 3 |
| Operation Instrument Set, Caesarian Section Operation | Falcon Pakistan | 12 |
| Operation Light | Skylux, Japan | 4 |
| Patient Monitor | NihonKohden, Japan, PVM-2701 | 6 |
| Operation Table | Takeuchi, Japan, TS-123 | 3 |
| Blood Bank Refrigerator | Sanyo, Japan, MBR-107D | 1 |
| Centrifuge | Kokusan, Japan, 109K MO109 | 2 |
| Colorimeter | ERMA, Japan, AE-30F | 2 |
| Microscope | MEIJI, Japan, MT-4200H | 2 |
| Water Bath | Raxmed, Taiwan, RBA-300 | 2 |
| Infant Incubator | ATOM Japan, V-2100G, Rabee Incu I | 8 |
| Infant Warmer | ATOM Japan, V-3200 D | 6 |
| Pulse Oximeter | Nelcor, N 560 | 8 |
| Phototherapy Unit | ATOM Japan, PIT 220TLR | 8 |
| Ultrasound Diagnostic Apparatus | Aloka, SSD 500, Convex 3.5MHz | 1 |
| Bilirubin Meter | ERMA, Japan, B-105F | 4 |
| Hemoglobin Meter | ERMA Japan, HB-20N | 3 |
| Infusion Pump | ATOM, Japan, P-600 | 8 |
| Syringe Pump | ATOM, Japan, P-1235S | 8 |
| Delivery Table | Rexmed, Taiwan, RBT-100 | 6 |
| Examination Light | Rexmed, Taiwan, ROL-101S | 6 |
| Suction Unit | Sin-E, Japan, Smile, KS-700, 0.7L | 6 |
| Portable Suction Unit | | 12 |
| Vacuum Extractor | ATOM, Japan, VP-450 | 3 |
| Standard Gatch Bed | | 16 |
| Oxygen Cylinder with Oxygen Inhalation Set | | 22 |
| Vocational Training | | |
| UPS | | 1 |
| Digital camera | | 1 |
| Photocopier | | 1 |
| Laptop PC | Toshiba Satellite Pro C660-1NQ | 9 |
| Office furniture | 15 desks, 20 chairs, 15 cabinets, 19 bookshelves | 1 |

| Electricity Training Board | | 4 |
|---|--|-----|
| Item | Specification | Qty |
| Oil Pipe Bender | | 1 |
| Manual Pipe thread with vice stand | | 2 |
| Desks and Chairs for students | | 110 |
| Desks for students | | 60 |
| User Pick up 4WD | Hilux 2000 | 1 |
| Used Sedan | Corolla 98, EFI Engine | 1 |
| Two Pole Lift | Two column lift with concrete foundation work Type: Motorized Hydraulic Lifting capacity: 3 ton Max. height of pad: 2,000mm or higher Min. height of pad: 150mm Lifting time of max height: Less than 60 sec. Effective arm length: 800-1,300mm Required concrete | 1 |
| Sharing Machine | Sharing Machine Type: Hydraulic Shearing capacity: max. 2.4mm steel sheet Max. width of cutter: 1,500mm Power source: 415V, 3 phase Accessory: Sheet metal thickness 1.2,2.0,2.3mm, 1m x 2m, each 2 sheets, Grease 4 litres x 1 can, Grease gun x 1 no. | 1 |
| Interlock | | 1 |
| Year 2 | | |
| Common | | |
| Vehicle (Toyota Land cruiser) | Toyota Land Cruiser, Model Year 2012 | 1 |
| Vehicle (Nissan Patrol) | Nissan Patrol GL, Model Year 2012 | 1 |
| Planning | | |
| Parking lot in DPD | | 1 |
| Water | | |
| Reagent for HACH Spectrophotometer | | 2 |
| Distillater | | 3 |
| Vibration stirrer | | 3 |
| PH/EC/TDS meter | | 2 |
| Distill water plastic container | | 3 |
| Digital bullet | | 3 |
| Sterilized membrane filter | | 1 |
| Media of Bacteology analysis | | 1 |
| Chemical Reagents | | 1 |
| Jar Tester | | 2 |
| Stainless filtration unit with Glass receptacle | | 5 |
| Suction Pump for Filtration Unit | | 2 |

| Glass ware unit | | 1 |
|---|---|-----|
| Item | Specification | Qty |
| 3 inch water meter | | 75 |
| 4 inch water mater | | 10 |
| GPS | | 8 |
| Satellite Picture | ALOS PRISM L1B2 GeoTIFF | 10 |
| A3 Printer | HP 7000 (for GIS update) | 3 |
| submerged pump for solar panel + controller | Lorentz | 6 |
| Solar Panel | 5kw Sun-Earth | 6 |
| Lifting Pipe | ASTM | 160 |
| PVC line | ASTM | 16 |
| Controller | Lorents, PS4000 | 2 |
| Water supply facility in Banad Village | | 1 |
| Agriculture | | |
| Laptop PC | TOSHIBA Satellite C660 | 1 |
| Laptop PC | TOSHIBA Satellite C660 | 1 |
| Front Loader | | 2 |
| Wide Level Disc Harrow with seed dressers | | 2 |
| Agricultural machinery garage in WEH | | 1 |
| Multipurpose community hall in WEH | | 1 |
| Health | | |
| Laptop PC | | 5 |
| TV set | Samsung Series 5-500 & P380K (DVD) | 1 |
| Video Camera | JVC GZ-E10 | 1 |
| Generator | 60kva | 1 |
| Generator | 6.5kva | 1 |
| Spare parts for procured medical equipment | <ul style="list-style-type: none"> - Ultrasound Gel - ECG electrode, (30 pcs) - Patient Monitor (Sp O2 finger probe) - ECG cable and lead - Operation Light - Microscope - Examination Lamp - Pulse Oximeter - Ultrasound Diagnostic | 1 |
| VMW Kit | | 90 |
| Vocational Training | | |
| Laptop PC | Toshiba Laptop Satellite C660-M11E | 3 |
| Desktop PC for Accountants | | 2 |
| UPS for above PCs | | 2 |
| Printer | | 1 |
| White board | 0.9m×0.6m Whiteboard (moveable) | 2 |
| Used Transmission | | 1 |
| Used parts for Brake System | | 1 |

| Used parts for Electrical System | | 1 |
|---|--|-----|
| Sample Board for display | | 1 |
| Item | Specification | Qty |
| Tool set and cabinet | steel cabinet 7tray with tire with 112 pc | 4 |
| Parts cleaning tray | Kerosene circulation type tray size more 60L 220V 50Hz single phase kerosene emitted from nozzle by electric pump delivery with :plastic brush 3 pc | 3 |
| Water jet cleaner | water gun type water prresure more than 16Mpa operated by electric motor 220V 50Hz single phase power cable 5m high pressure hose 10m water suction hose 5m delivery with :full accessories for start operation | 1 |
| Floor jack 2.5t | hydraulic type loading capacity 2.5t lifting hight 385mm or more than 4 heavy duty wheel manual operation by hand | 1 |
| Bench grinder | equipped 2 grinding stone both side with safety protection cover grinding stone diameter 205mm (8") 220v 50Hz single phase delivery with :full accessories for start operation :spare grinding stone 5 pc :safety goggle (plastic) 1 pc | 4 |
| Drill machine (Fix type & straight slide) | possible to mount on table 220v 50Hz single phase slide drill chuck by rotary handle chuck size up to 16mm or more than equipped with adjustable vice for material delivery with :bolt & nut for install the machine :chuck opener :drill set 4~13mm for steel (approx 13pc) :safety goggle (plastic) 1 pc :full accessories for start operation | 2 |
| Bench vice 6" | Gripping capacity 150mm (6")delivery with:bolt & nut for install | 7 |

| Tool set and tool box | Steel tool box 5 tray 82 pc hand tool set | 4 |
|---------------------------------------|---|-----|
| Item | Specification | Qty |
| Blade for Iron cutting machine 12" | Qty 7 means 7 pack, 1 pack amount 5 pc spare parts for Iron cutting machine (chop saw) brade diameter 355mm (12") | 7 |
| Blade for Iron cutting machine 7" | Qty 7 means 7 pack, 1 pack amount 5 pc spare parts for Iron cutting machine (chop saw) brade diameter 180mm (7") | 7 |
| Hand grinder 4.5" | electric grinder handy type equipped with safety prootection cover and grip handle 220V 50Hz single phase delivery with :stone lock opener wrench :griding stone 5 pc :cutting stone 5 pc :safety goggle (plastic) 1pc :full accessories for start operation | 3 |
| Hand drill (chuck size 13mm) | electric drill handy type function equipped positive & reverse rotation and speed control 220v 50Hz single phase chuck size up to 10mm more than delivery with :chuck opener :drill set 4~13mm for steel (approx 13pc) :safety goggle (plastic) 1 pc :full accessories for start operation | 2 |
| Over lock sewing machine | | 8 |
| Metal cabinet | | 2 |
| Leather punch | | 20 |
| Contractor | | 10 |
| over load | | 10 |
| Timer | | 6 |
| Push button | | 20 |
| Indicator lamp | | 20 |
| Relay Delta-star | | 5 |
| Wire wrap | | 2 |
| Wire wrap | | 1 |
| Winding paper | | 5 |
| Paste | | 15 |
| Electrical and Manual winding Machine | | 1 |
| Winding silk | | 5 |
| Electric mixer | | 3 |
| Electric Oven | | 3 |
| Multimeter | | 10 |

| Connection board | | 1 |
|--|-------------------------|-----|
| Wire double cor | | 10 |
| Wire double cor | | 5 |
| Item | Specification | Qty |
| Tungsten lamp | | 30 |
| Tungstan board | | 30 |
| Switch one line | | 30 |
| Switch+plug | | 30 |
| Switch ring | | 15 |
| Switch box | | 20 |
| Circuit breaker | | 10 |
| Circuit breaker | | 10 |
| Circuit breaker box | | 20 |
| Connection box | | 20 |
| Air condition | | 2 |
| Fluorescent lamp | | 20 |
| Buzzer wire | | 10 |
| Tranks | | 15 |
| Connection pipe | | 15 |
| Ladder | | 2 |
| Air condition switch | | 6 |
| Electric Iron | | 5 |
| Standing fans | | 3 |
| Ceiling fans | | 3 |
| Washing machine | | 3 |
| Air condition | | 2 |
| Partition Wall | | 3 |
| Generator Room | | 1 |
| External Work Gate | | 1 |
| Year 3 | | |
| Water | | |
| Mapping Software for Geoelectric Sounding Analysis | Surfer 11 | 1 |
| Controller | Lorents, PS4000 | 6 |
| submerged pump for solar panel + controller | Lolentz, PS4000C-SJ17-4 | 2 |
| Solar Panel | 5kw Sun-Earth | 2 |
| Agriculture | | |
| Video Camera | | 1 |
| Projector | | 1 |
| Health | | |
| Ambu bag for adult | For WEH Hospital | 3 |
| Ambu bag for neonate | For WEH Hospital | 3 |
| Baby scale | For WEH Hospital | 3 |
| Ultrasound apparatus, portable | For WEH Hospital | 1 |
| Pulse Oxmeter | For WEH Hospital | 3 |

| Operation lamp, mobile | For WEH Hospital | 2 |
|---|------------------|-----|
| Laryngoscope set for adult | For WEH Hospital | 2 |
| Baby treatment table with mattress | For WEH Hospital | 4 |
| Item | Specification | Qty |
| N2O Cylinder with regulator | For WEH Hospital | 2 |
| Hospital bed | For WEH Hospital | 16 |
| Bedside cabinet | For WEH Hospital | 23 |
| Baby cot | For WEH Hospital | 5 |
| Wheel chair | For WEH Hospital | 2 |
| Stretcher trolley | For WEH Hospital | 2 |
| Instrument trolley, Mayo type | For WEH Hospital | 2 |
| Instrument trolley | For WEH Hospital | 4 |
| Work table for sterilization room | For WEH Hospital | 2 |
| Operation boots | For WEH Hospital | 10 |
| Surgical suits | For WEH Hospital | 30 |
| Surgical cap | For WEH Hospital | 20 |
| Surgical gown | For WEH Hospital | 30 |
| Cupboard, metal door | For WEH Hospital | 15 |
| Desk | For WEH Hospital | 6 |
| Reception desk with drawers | For WEH Hospital | 1 |
| Chair | For WEH Hospital | 24 |
| Bench for 3 persons | For WEH Hospital | 10 |
| Individual lockers | For WEH Hospital | 2 |
| Information board | For WEH Hospital | 2 |
| Generator for new blocks | For WEH Hospital | 1 |
| WEH primary health hospital | | 1 |
| Vocational Training | | |
| Aluminum big dishes | | 4 |
| Small refrigerator | | 1 |
| Crane Stand | | 1 |
| water tank with installation | | 1 |
| Welding machine big size (Gas welding tool set) | | 2 |
| Sewing machine (for leather) | | 5 |
| Finishing sewing machine | | 2 |
| Work table | | 1 |
| Piston | | 3 |
| Cut of Car | | 1 |
| complete front right door with electric glass lever | | 1 |
| complete front left door with electric glass lever | | 1 |
| complete rear left door with electric glass lever | | 1 |
| complete rear right door with electric glass lever | | 1 |

| ECU For Toyota Hilux gasoline | | 1 |
|--|---------------|-----|
| Complete wiring set with fuse box | | 1 |
| Auto electric test lamp | | 50 |
| Item | Specification | Qty |
| sensor set for Toyota 2TR ENGINE | | 1 |
| central lock system | | 1 |
| Glass cleaner | | 2 |
| Direct ignition coil | | 1 |
| Engine fan with duct | | 1 |
| Belts | | 1 |
| Self-starter motor | | 1 |
| Radiator | | 1 |
| Oil filter | | 3 |
| Water pipe | | 1 |
| Switch | | 1 |
| Car exhaust pipe with complete exhaust slander | | 1 |
| Whisk machine | | 1 |
| Cabinet | | 1 |
| Table and chair for Instructors | | 4 |
| Table and chair for Trainees | | 30 |
| Table and chair for meeting room | | 25 |
| Chair of PC room | | 20 |
| Ice cream machine | | 1 |
| Movable Drilling machine vice | | 2 |
| Drill stone | | 4 |
| Fixed Drilling machine | | 2 |
| Micrometer internal & external (0_20)(25_50)-(50_75)-(75_100) | | 1 |
| Vernier 150mm | | 1 |
| Vernier 300mm | | 1 |
| Hand lift | | 1 |
| Chain Block | | 1 |
| Jack stands | | 2 |
| Flat rough file | | 100 |
| Blade for Iron cutting saw | | 100 |
| Projector | | 1 |
| Tools box for PC maintenance | | 1 |
| Engine scanner | | 1 |
| Drawing tool set | | 10 |
| Ceramic cutter board | | 4 |
| Food Processing Building | | 1 |
| Lecture building | | 1 |

