

**Republic of the Sudan
Ministry of Federal Governance**

Republic of the Sudan

**Project for Strengthening Peace
through the Improvement of Public Services
in Three Darfur States**

Project Completion Report

February 2021

Japan International Cooperation Agency (JICA)

**Koei Research & Consulting Inc.
Earth System Science Co., Ltd.**

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About this Report

This is the Project Completion Report (PCR) on the “Project for Strengthening Peace through the Improvement of Public Services in Three Darfur States (as known SMAP-II)”.

SMAP-II aims to enhance the peace and stability of Darfur through improvement of the public services and covers four sectors, namely, 1) health, 2) rural water supply, 3) employment and 4) monitoring and evaluation of the public projects. Project activities include conducting pilot projects with an awareness of promoting peace, strengthening the capacity of state government officials, and improving the system for providing administrative services such as the development of guidelines and manuals.

SMAP-II launched in May 2015 and closed successfully in March 2019 except for one of the Pilot projects in the water sector. At this point (April 2019), SMAP-II has prepared a project completion report (draft version). This draft version reflects the results of an end-line survey conducted in late 2018, a joint evaluation workshop by officials of project implementing agency, and a project completion seminar held in 26 February 2019.

Meanwhile, one pilot project (construction of new water yards) in the water sector was not completed as of February 2019. Therefore, the JICA expert team and counterparts discussed the issue of water sector at the 6th JCC (Feb. 2019) and proposed to extend the project period. In response to this, JICA and FGC have signed the RD on the extension of the project period. After that, construction work of water yards was completed in October 2019, and the one-year defect warranty period was successfully completed in October 2020.

This report consists of “PCR Preliminary Draft” previously submitted in April 2019 and finalized with necessary modifications, and additional documentation on the results of the pilot project in water sector.

In SMAP-II, various products such as guidelines and manuals have been developed. These are recorded on the attached DVD as “Separate Volume” together with the training records, minutes, etc. necessary for the ex-post evaluation of the project. Please refer to it together with this report.

Abbreviations and Acronyms

CHC	Community Health Committee
CMW	Community Midwife
CBO	Community Based Organisation
C/P	Counterpart of SMAP-II
CHC	Community Health Committee
CHP	Community Health Promoter
CSR	Corporate Social Responsibility
CU	Craftsman Union
DDPD	Doha Document for Peace in Darfur
DDR	Demobilization, Disarmament and Reintegration
DG	Director General
DPA	Darfur Peace Agreement
DRA	Darfur Regional Authority
DWSU	Drinking Water and Sanitation Unit
EFI	Electric Fuel Injection
EU	European Union
FGC	Federal Governance Chamber
FY	Fiscal Year
GOS	Government of Sudan
HAC	Sudanese Humanitarian Aid Commission
HCDG	Higher Council for Decentralised Governance
ICRC	International Committee of the Red Cross
IDP	Internally Displaced People
ILO	International Labour Organization
IMF	International Monetary Fund
IOM	International Migration Organization
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
M&E	Monitoring & Evaluation
M/M	Minute of Meeting
MCH	Maternal and Child Health
MOU	Memorandum of Understanding
NISS	National Intelligence and Security Services
NGO	Non-governmental Organization
Off-JT	Off the Job Training
OJT	On the Job Training

PCR	Project Completion Report
PDCA	Plan-Do-Check-Act
PDM	Project Design Matrix
PHC	Primary Health Care
PNA	Peacebuilding Needs and Impact Assessment
PO	Plan of Operations
RH	Reproductive Health
SCVTA	Supreme Council for Vocational Training and Apprenticeship
SDG	Sudanese Genaih
SEEC	State Employment and Entrepreneurship promotion Committee
SMOF	State Ministry of Finance
SMOH	State Ministry of Health
SPMC	State Project Management Committee
SSV	Supportive Supervision
STC	Sector Technical Committee
SWC	State Water Corporation
TOR	Terms of Reference
TOT	Training of Trainers
TSS	Technical Secondary School
TVET	Technical and Vocational Education and Training
UN	United Nations
UNAMID	United Nations-African Union Mission in Darfur
UNDP	United Nation Development Programme
UNDSS	United Nation Department of Safety and Security
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNOCHA	United Nations Office for Coordination of Humanitarian Affairs
UNOPS	UN Office for Project Services
WES	Water and Environmental Sanitation
WU	Women's Union

SMAP-II Project Completion Report

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8. List of Target Communities of the Pilot Projects and its Location Map
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Contents of Separate Volume (DVD)

Major Products of SMAP-II

1. Project Reports

- ① Project Plan 2015-2019 (2015; EN)
- ② Work Plan PY1~PY3 (JP/EN)
- ③ Monitoring Sheet No.1~7 (EN)
- ④ Progress Report PY1~PY3 (EN/JP)
- ⑤ Mid-term Evaluation Report (2017; EN/JP)
- ⑥ End-line Survey Report (2018; EN/JP)

2. Project Committees

- ① Regulations of Project Committees (2015; EN)

3. Pilot Project

A. Planning Document

- ① SMAP-II Pilot Project Plan (2015; JP/EN/AR)
- ② SMAP-II Budget Plan 2015-19 (2015; EN)

B. Health Sector

- ① Selection Criteria of Pilot Project and Selection Procedure (2015; EN)
- ② Community Profiles of 15 Target Communities (version 2018; EN)
- ③ Base-line Survey Report (2016; EN)

C. Water Sector

- ① Selection Criteria of Pilot Project and Selection Procedure (2015; EN)
- ② Base-line survey report (2016; EN)

D. Employment Sector

- ① Training Course Plan and Curriculum (2015; EN)
- ② Tracer Survey report on The Pilot Project: Human Resource Development for Micro and Small Enterprises in North, South & West Darfur States

E. Project M&E Sector and Peacebuilding

- ① Regulation on Local component (2016; EN/Arabic)
- ② Guideline for Town Meeting (2016; EN/Arabic)
- ③ Conflict Preventive Activity Checklist (2016; EN)

4. Professional Development of Government Staff and Related Organisations

- ① SMAP-II Training Programme (2015: JP)
- ② SMAP-II Training Programme 2015-2018 (2015: EN)
- ③ Training Results sheet (version 2019; EN)

5. Key Products (guidelines, manuals, future plans)

A. Health Sector

- ① Health Promotion Handbook “Collection of Good Practices from Community”, Federal Ministry of Health, 2018 (EN/Arabic)

- ② Teaching Materials for Health Promoter, Federal Ministry of Health, 2016 (Arabic only)
- ③ North Darfur State Health Promotion Plan 2019-2021, State Ministry of Health, North Darfur, 2018 (EN/Arabic)
- ④ South Darfur State Health Promotion Plan 2019-2021, State Ministry of Health, South Darfur, 2018 (EN/Arabic)
- ⑤ West Darfur State Health Promotion Plan 2019-2021, State Ministry of Health, West Darfur, 2018 (EN/Arabic)

B. Water Sector

- ① Water Yard Rehabilitation and Maintenance Manual, DWSU, 2018
- ② Awareness raising material “Adam & Water” (cartoon) for peaceful water use, 2017
- ③ North Darfur State Water Yard Rehabilitation Plan 2019-2021, State Water Corporation, North Darfur, 2018 (EN/Arabic)
- ④ South Darfur State Water Yard Rehabilitation Plan 2019-2021, State Water Corporation, South Darfur, 2018 (EN/Arabic)
- ⑤ West Darfur State Water Yard Rehabilitation Plan 2019-2021, State Water Corporation, North Darfur, 2018 (EN/Arabic)
- ⑥ North Darfur State SWC Training Plan 2019-2021, State Water Corporation, North Darfur, 2018 (EN/Arabic)
- ⑦ South Darfur State SWC Training Plan 2019-2021, State Water Corporation, South Darfur, 2018 (EN/Arabic)
- ⑧ West Darfur State SWC Training Plan 2019-2021, State Water Corporation, West Darfur, 2018 (EN/Arabic)

C. Employment Sector

● Policy and Strategy

- ① Darfur Vocational Training Policy and Strategy “A Reconstruction and Developing Darfur through Vocational Training, 2018 (EN/Arabic)
- ② Guideline for Establishment of State Council for Vocational Training and Apprenticeship, SCVTA, 2017 (EN/Arabic)
- ③ Guideline for Improved Apprenticeship System, SCVTA, 2018 (EN/Arabic)
- ④ Guideline for Certification System of Human Resources Development Pioneer Enterprises, SCVTA, 2018 (EN/Arabic)

● Women Training

- ① Complete Women Training Implementation Manual, 2018 (EN/Arabic)
- ② Women Entrepreneurship Business Model Training, 2018 (EN/Arabic)
- ③ Textbook: Complete Recipe Book, 2016 (EN/Arabic)
- ④ Three Years Training Plan for Women 2019-2021, State Ministry of Finance, North, South and West Darfur, 2018 (EN/Arabic)

● Youth Training

- ① Youth Training Implementation Manual (EN/Arabic)
- ② Three Years Training Plan for Youth 2019-2021, State Ministry of Finance, North, South and West Darfur, 2018 (EN/Arabic)

● Micro and Small-Scale Enterprises Training

- ① Master Craftsman Training Manual (EN/Arabic)
- ② Master Craftsman Training Video Programme (Arabic only)
- ③ Three Years Training Plan for Small and Micro Enterprises 2019-2021, State Ministry of Finance, North, South and West Darfur, 2018 (EN/Arabic)

D. Project M&E Sector and Peacebuilding

- ① State M&E Guideline, State Ministry of Finance, North, South and West Darfur, 2018 (EN/Arabic)
- ② Peacebuilding Video Clips (Arabic only)

6. Peacebuilding and Security Information

- ① Project PNA No.1 (2015; JP)
- ② Project PNA No.2 (2017; JP)
- ③ Security Situation Analysis Report (Every two Months/EN)
- ④ SMAP-II Safety and Sanitation Manual (2015; JP)
- ⑤ SMAPII Guidelines for Safety & Security in the Field (version 2018; EN)

7. Project Internal Rules and Others

- ① Local Component Rules and Procedures (2016; EN/AR)
- ② General Guidelines for SMAP-II Reporting and Communication-Standard format of monthly and quarterly report (2016; EN/AR)
- ③ National Staff Working Regulation (2015; EN)

8. R/D, M/M, Minutes of JCC and MOU**A. R/D and PDM**

- ① R/D
- ② PDM Version-0 (2014; EN)
- ③ PDM Version-1 (2017; EN)
- ④ PDM Version-2 (2018; EN)

B. Minutes of JCC and Meeting Records

- ① 1st JCC
- ② 2nd JCC
- ③ 3rd JCC
- ④ 4th JCC
- ⑤ 5th JCC
- ⑥ 6th JCC

C. MOU with UN Agencies

- ① MOU with UNICEF
- ② MOU with UNPPA
- ③ MOU with UNOPS

I. BASIC INFORMATION OF THE PROJECT

1. Country

Republic of the Sudan

2. Title of the Project

Project for Strengthening Peace through the Improvement of Public Services in Three Darfur States (Common name: SMAP-II)

3. Duration of the Project

The duration of the Project is four (4) years from the date of the first dispatch of Japanese experts to Sudan (Record of Discussions).

Planned	Actual
May 2015 to April 2019	May 2015 to November 2020
* Except for the construction of water yards, the completion of the project was agreed by the participants at the 6th JCC in February 2019.	* Due to delayed construction of water yards in the three States caused by unexpected long rainy season, lack of fuel and political instability, etc., it was necessary to extend the Project in order to continue technical support to State Water Corporations (SWC) during remaining construction works and subsequent defect warranty period that lasted until October 2020.

4. Background

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

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

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

Based on these needs and issues in Darfur, the Government of Sudan requested to the Government of Japan to implement the Technical Cooperation Project for “Human Resources Development

for Darfur Phase-II” (project was re-titled as “Project for Strengthening Peace through the Improvement of Public Services in Three Darfur States” later).

5. Overall Goal and Project Purpose

● Overall Goal

Public well-being is enhanced in three Darfur States

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

● Project Purpose

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

** Public services targeted by SMAP-II are the following four sectors;

- 1) Health sector
- 2) Water and sanitation sector (here after, water sector)
- 3) Employment and skills development sector (here after, employment sector)
- 4) Project monitoring & evaluation sector (here after, project M&E sector)

6. Implementing Agency

The project was implemented by three state governments of Darfur (North, South and West) under the supervision of the Federal Governance Chamber (Currently Ministry of Federal Governance) of Federal Government (Refer to Annex-1: Project Implementation Structure). The implementing agencies and the responsible person are as follows.

Responsible Agency Federal Governance Chamber/FGC (current Ministry of Federal Governance)
Project Director: Undersecretary

* The name of the responsible agency has changed three times since the start of the project as follows.

- 1) Higher Council for Decentralized Governance (at the start of the project in 2015)
- 2) Federal Governance Chamber (2015 to 2019: Official name at the time of the completion seminar in 2019.
- 3) Ministry of Federal Governance (2019 to now)

Implementing Agencies

North Darfur State Project General Manager: Secretary General, State Government, North Darfur State

- 1) State Ministry of Finance (SMOF), Planning Department (in charge of project M&E sector)
- 2) State Ministry of Finance, Labour Department (in charge of employment sector)
- 3) State Ministry of Health/SMOH (in charge of health sector)
- 4) State Water Corporation/SWC (in charge of water sector)
- 5) State Ministry of Education/SOME (in charge of employment sector)

South Darfur State	<p>Project General Manager: Secretary General, State Government, South Darfur State</p> <ol style="list-style-type: none"> 1) State Ministry of Finance (SMOF), Planning Department (in charge of project M&E sector) 2) State Ministry of Finance, Labour Department (in charge of employment sector) 3) State Ministry of Health/SMOH (in charge of health sector) 4) State Water Corporation/SWC (in charge of water sector) 5) State Ministry of Education/SOME (in charge of employment sector)
West Darfur State	<p>Project General Manager: Secretary General, State Government, West Darfur State</p> <ol style="list-style-type: none"> 1) State Ministry of Finance (SMOF), Planning Department (in charge of project M&E sector) 2) State Ministry of Finance, Labour Department (in charge of employment sector) 3) State Ministry of Health/SMOH (in charge of health sector) 4) State Water Corporation/SWC (in charge of water sector) 5) State Ministry of Education/SOME (in charge of employment sector)

Table 1-1: SMAP-II project summary

Country	Republic of the Sudan
Project title	The Project for Strengthening Peace through the Improvement of Public Services in Three Darfur States (SMAP-II)
Sector	Peace building, Public service, Health, Water, Employment
Project period	Starting: March 2015 Ending: November 2020
Target sites	Three Darfur States (North Darfur, South Darfur and West Darfur)
Responsible agency	Federal Governance of Chamber (Current Ministry of Federal Governance) Directorate of Peace and Peaceful Coexistence Project Director: Undersecretary
Implementation agency	<ul style="list-style-type: none"> • State Ministry of Health in 3 Darfur States (North, South, West) • State Water Corporation/SWC in 3 Darfur States (North, South, West) • State Ministry of Education in 3 Darfur States (North, South, West) • State Ministry of Finance in 3 Darfur States (North, South, West)
Beneficiary	About 240,000 peoples (Government staff and citizens in target community of the pilot projects)
Super goal	Strengthening peace and stability of three Darfur states through improvement of quality of life of people in three Darfur states
Overall goal	Public well-being is enhanced in three Darfur states “Well-being” is defined as conditions where public happiness, public trust and public services are fulfilled for the people.
Project purpose	Public services considering public needs are inclusively provided in pilot projects

	area and institutional capacity of the State Governments in the provision of public services is strengthened
Expected outputs	<ol style="list-style-type: none"> 1. State Governments can incorporate public needs in the selected sectors and ensure inclusiveness in its planning and implementation of the respective public services in the three target areas. 2. Skill and knowledge of State Officials to provide improved public services in consideration of universal value are improved (Universal value to conduct public service is defined as considering equity, responsiveness, accountability, and efficiency while planning, implementing, monitoring, and evaluating the project). 3. Operational Framework to provide public services considering public needs is improved through the experience of the pilot projects.
Major activities	<ul style="list-style-type: none"> • Implementation of the Pilot projects in health, water and employment sectors • Provision of training courses for staff of implementation agencies • Development of technical manuals, strategic plan and future projects
Other information	<ul style="list-style-type: none"> • SMAP Phase-I was implemented during June 2009 to September 2013 • Study on detailed plan was conducted in 2014 (February to August) • Project agreement (Record of Discussions) was signed by JICA and Sudanese Government in December 2014, and amended in November 2015, March 2017, December 2018, February 2019 and July 2020.

II. RESULTS OF THE PROJECT

1. Results of the Project

1-1. Input by the Japanese Side

(1) Amount of Input by the Japanese Side
1,592 million Japanese Yen

(2) Expert Dispatch

During project period JICA dispatched total 25 experts in 16 titles. Assignment period of these experts was total 214.61 man/month (MM), while original plan was 181.50 MM (for more details, refer to Annex-2: List of Japanese Experts Dispatched).

(3) Receipt of Training Participants:

12 persons (training in Japan: 8 persons, training in third country: 4 persons)

In the original project plan, training in Japan was not included. However, some of the staff of implementation agencies had opportunities to participate in JICA's group training courses. 7 of them participated in governance courses and one participated in vocational training course.

In water sector, SMAP-II organized study tour to Morocco in 2017. In this tour, four counterparts (C/P) of each SWC studied on rural water supply management (for more details, refer to Annex-3: Results of Counterpart Training in Japan and Third Country).

(4) Equipment Provision

100 million Japanese Yen

SMAP-II provided basic equipment necessary to conduct the pilot projects and office equipment for implementing agencies (for more details, refer to Annex-4: List of Major Equipment Provided by SMAP-II).

(5) Overseas Activities Cost

749 million Japanese Yen

Major cost items in Sudan are 1) training of government staff, 2) operational cost of the pilot projects, 3) employment of SMAP-II local staff and consultants and 4) operation cost of SMAP-II project office.

1-2. Input by the Sudan Side

(1) Counterpart Assignment

Total 264 persons

Counterparts from 25 organisations are assigned to SMAP-II as project management and implementation team members (for more details, refer to Annex-5: List of Counterparts). The average number of counterparts per organization is 12.3 persons.

Table 2-1-1: Number of counterparts by sector

Sector	North Darfur	South Darfur	West Darfur	Total
1. FGC	-	-	-	3
2. Secretary General	1	1	1	3
3. Health Sector (SMOH)	8	8	8	24
4. Water Sector (SWC)	11	12	14	37
5. Employment Sector***	41	48	61	150
6. Project M&E Sector (SMOF)	14	19	17	50
Total	75	88	101	264

***: Counterparts in employment sector include members from State Labour office, Technical Secondary School, Women's Union and Craftsman Union.

(2) Provision of Offices, etc.

At beginning of SMAP-II, FGC allocated office space to accommodate all project staff. As number of staff increased, FGC allocated additional room to the Project in 2016. At the state level, State Ministry of Finance (SMOF) in each state allocated space for SMAP-II Field Office.

(3) Other Items Borne by the Sudanese Government

State governments in three states expended total SDG 1,527,348 as local component (counterpart budget).

Table 2-1-2: Amount of local component executed by state

State	Sector	Budget requested (SDG)	Budget disbursed (SDG)	Execution rate (%)
North Darfur	1. Health	28,000	28,000	100.0%
	2. Water	168,125	151,666	90.21%
	3. Employment	187,050	117,833	63.00%
	4. M&E	52,333	52,332	100.0%
	Subtotal	435,508	349,831	80.33%
South Darfur	1. Health	160,500	149,000	92.83%
	2. Water	907,607	241,737	26.63%
	3. Employment	339,580	240,020	70.68%
	4. M&E	123,190	102,660	83.33%
	Subtotal	1,530,877	733,417	47.91%
West Darfur	1. Health	64,800	47,000	72.53%
	2. Water	312,450	223,600	71.56%
	3. Employment	285,532	138,950	48.66%
	4. M&E	37,000	34,550	93.38%
	Subtotal	699,782	444,100	63.46%
Total		2,666,167	1,527,348	57.29%

***: Execution rate: ratio of disbursed amount against the request

In addition, FGC and other counterpart agencies bore the cost of meetings and part of field works from their own account. In some activities, target communities are also sharing expenses with implementation agencies such as transportation of materials, allowances of workers, etc. Salary and per diem of counterparts were covered by state governments except allowances of participants of SMAP-II project committees and training programme implemented in Khartoum.

1-3. Activities

In order to achieve the goal, SMAP-II sets three Outputs and lines of action under these three outputs which were expected to lead to improved service delivery over time.

Output-1: State Governments can incorporate public needs in the selected sectors and ensure inclusiveness in its planning and implementation of the respective public services in the three target areas.

Activity under this Output includes the pilot projects to practice ideal public services in conflict affected area. There are seven types of pilot projects in total according to sectors.

Output-2: Skill and knowledge of state officials to provide improved public services in consideration of universal value are improved (Universal value to conduct public service is defined as considering equity, responsiveness, accountability, and efficiency while planning, implementing, monitoring, and evaluating the project).

Activity under this Output includes professional development of government staff of implementing agencies. SMAP-II prepared over 100 training courses aiming that staff acquires the knowledge and skills necessary to properly implement the pilot project.

Output-3: Operational Framework to provide public services considering public needs is improved through the experience of the pilot projects.

Activity under this Output includes development of guidelines, manuals and service plans, which are aimed to improve service delivery system so that targeted public services are smoothly provided. It is expected that technical manual reflecting lessons learnt from the pilot project will strengthen the knowledge of organisations.

1-3-1. Activities of Output-1: Pilot Projects

In 2015 SMAP-II Pilot project plan that includes 7 types of public service projects in 4 sectors was developed jointly by JICA project team and implementation agencies. These are;

- ① Developing community health for peace in Darfur (Health sector)
- ② Safe and peaceful drinking water supply project through water yard rehabilitation (Water sector)
- ③ Safe and peaceful drinking water supply project through water yard construction (Water sector)
- ④ Integrated entrepreneurship training for women (Employment sector)
- ⑤ Human resource development for micro and small enterprises (Employment sector)
- ⑥ Vocational training for unemployed youth (Employment sector)
- ⑦ Public service accountability and performance strengthening project (Project M&E sector)

SMAP-II has two characteristics in its activities. One is a participatory approach. The counterparts of SMAP-II have participated in decision making throughout the project process. Each activity was discussed regularly among JICA experts and members of technical committees and implemented.

Secondly, SMAP-II highly considers transparency and accountability in implementation of the pilot projects. Residents of target communities place importance on the fairness of the process as well as the outcome of the service. SMAP-II has been reporting the selection process of the target area and persons, reporting the progress through the community meetings, town meeting, etc. Such transparency is an indispensable element for improvement of the trust of the state government from the communities.

Implementing agencies have completed these projects by February 2019 except the one (No. 3: Safe and peaceful drinking water supply project through water yard construction) in water sector. This pilot project of new water yard construction in three target sites was largely delayed but was completed in October 2019. As a result, through implementation of these pilot projects, about 240,000 people in target communities are benefited (achieved 128% of the original plan.).

Table 2-1-3: Number of beneficiaries of pilot projects in target communities by sector

Sector	Planned	Actual	Achievement rate
1. Health	66,438	66,438	100%
2. Water	119,759	171,166	143%
3. Employment	1,380	2,256	164%
Total	187,577	239,860	128%

A. Health Sector

SMAP-II support the State Ministry of Health (SMOH) to implement “Project for Enhancing Community Health for Peace in Darfur” in 15 model communities. This project adopts method of “community mobilization” and community people are encouraged to identify their health issues and conduct their own health projects by mobilization of resources available in the community. It is expected this process will increase the capacity of problem solution of the communities. Project also includes training and supportive supervision for community health care providers (midwife, health promoter, medical assistant etc.) and also renovation of primary healthcare facilities. The health sector pilot project has been completed in all three states by February 2019.

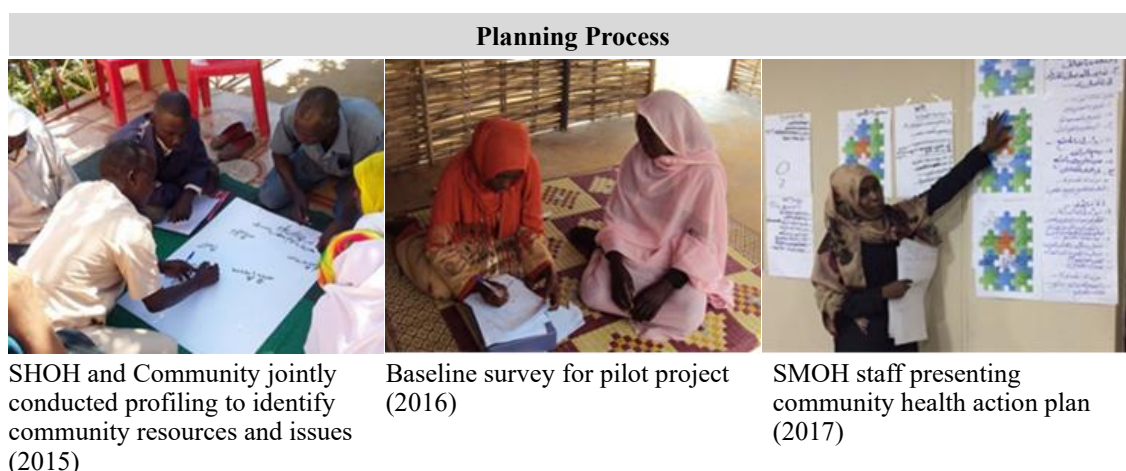
Table 2-1-4: Results of activities in health sector (pilot project)

Activities	Status	Remarks
1. Prepare pilot project plan and its budget plan	Completed as planned	<ul style="list-style-type: none"> Preparation of pilot project plan was started in May 2015 and completed in October 2015. The plan was developed in collaboration with counterparts. The plan was approved by 2nd JCC (Joint Coordination Committee) and SMOF committed on execution of part of the budget as local component. Planning document is included on separate volume of this PCR (DVD).
2. Establish the implementation structure for the pilot project	Completed as planned	<ul style="list-style-type: none"> In 2015 SMOH established project management team, implementation team and community support team and it were functional under supervision of Director General (DG) during the project period. In 2016 Health Education Team also established in each target community to implement health education (total 300 members). These members received 8 days training in 2017 and were officially certificated as health promotor.

3. Select target community based on the selection criteria	Completed as planned	<ul style="list-style-type: none"> • 15 target communities were selected based on criteria in 2015. • Selection criteria and procedures are included on separate volume of this PCR (DVD).
4. Procure goods and equipment to conduct the pilot project	Completed as planned	<ul style="list-style-type: none"> • By April 2018 all equipment including office equipment for SMOH, materials for rehabilitation of health centre/unit, midwife kits, basic medical equipment for health centre/unit are procured. • Later on, malfunction of 5 solar refrigerators are found and these are on replacement (2018). • List of Major Equipment Provided by SMAP-II is attached in Annex-3
5. Prepare teaching material for health education	Completed as planned	<ul style="list-style-type: none"> • In 2016 teaching materials edited by the project and Federal Ministry of Health are utilized by health educators in target communities. • In addition, under MOU (Memorandum of Understanding) between SMAP-II and UNICEF, good number of UNICEF's health education materials are provided for target communities.
6. Introduction of the pilot project/Conduct community meeting with representatives of target communities	Completed as planned	In 2016 SMOH informed initiation of the pilot project through community meeting and delivering of posters and brochures.
7. Conduct community profiling for the targeted community	Completed as planned	<ul style="list-style-type: none"> • SMOH conducted first community profiling in collaboration with target communities in 2015. Profile was continuously updated throughout the project period (last version is 2018). • Community profiles of 15 target communities are included on separate volume of this PCR (DVD).
8. Strengthening community health committee (CHC)	Completed as planned	<ul style="list-style-type: none"> • In 2016 SMOH and CHC revised regulation including membership. • As OJT (On-the-Job Training), SMOH and Community Health Committees are jointly working in planning, implementation and monitoring of community action plan. • During project period, SMOH maintain regular supervisory visits at target communities twice in a month and mentors CHC on community action plan and other issues.
9. Conduct health education	Completed as planned	<ul style="list-style-type: none"> • In October 2016 health education at community level was initiated and community health education team maintain household visits, focus group discussion and health campaigns as planned. • Monthly financial support from SMAP-II for health education finished on September 2018 and CHC with the support from SMOH continued health education even without the SMAP-II financial support.
10. Identify health issues to be tackled by community and SMOH based on the results of base-line survey	Completed as planned	<ul style="list-style-type: none"> • Baseline survey was completed in 2016. • In December 2016 SMOH and representatives of target communities organized "evidence-based intervention workshop". As a result, they identified 1) diarrhoea and 2) malaria as common issues of all target communities. They also identified other

		priority issues such as environmental sanitation, harmful practices, etc. by community.
11. Prepare and implement action plan of community health activity especially on Malaria and Diarrhoea	Completed as planned	<ul style="list-style-type: none"> • By 2016 each target community developed community health action plan. • Since August 2017, it was continuously updated at every STC (Sector Technical Committee) meeting with presence of representative of CHC.
12. Train community health care providers	Completed as planned	<ul style="list-style-type: none"> • 4 types of official training courses approved by Federal Ministry of Health for community health care providers (total 445 staff in 15 target communities) were completed by January 2018. • These are in service training for midwife (108 participants), medical assistant (20 participants), lab technician (17 participants) and certificate course for health promotor (300 participants).
13. Improve community health facility (health Centre/health unit)	Completed as planned	<ul style="list-style-type: none"> • Rehabilitation of health facilities are completed by January 2018 using materials provided by SMAP-II and community resources. • Rehabilitation of hand-pumps (total 33 sites) also was completed through collaboration of SMOH and SWC in 2018.
14. Enhance supportive supervision (SSV)	Completed as planned	<ul style="list-style-type: none"> • SMOH maintains SSV visit to target communities twice in every month as scheduled. • Monthly financial support from SMAP-II for the SSV visit has finished by September 2018.
15. Evaluate pilot project with community participation	Completed as planned	<ul style="list-style-type: none"> • Each target community organized evaluation workshops in 2017 (mid-term evaluation). • CHC representatives are jointly monitor the progress of pilot project with SMOH through participating health STC. • End-line Survey was planned to be carried out in September 2018 for evaluation of the pilot project through focus group discussion for community representatives.

Photo 2-1-1: Activities of the pilot project in health sector



Implementation Process



Formation of community health promoters (CHP). Twenty CHPs were selected from each community.



Health education conducted by CHP (by group session)



Health education conducted by CHP (by household visit)



Health campaign by community residents



Cleaning activities by CHP



Weeding by community residents (as one of the activities in community health action plan)



Essential health equipment Handed over to health facilities



A health facility provided with health equipment



Renovated (roofing, windows, doors, etc.) health facility



Joint meeting of SMOH and SWC to improve water and hygiene situation at target communities



Situation survey of water use by SWC (residents are using shallow well)



Rehabilitation of hand pumps by community residents (total 33 pumps were repaired under supervision of SWC)

Monitoring and Supervision Process



Supportive supervision of midwives by SMOH and locality office



Health STC: Quarterly meeting is the most important monitoring tool



Meeting of SMOH and community residents (almost every 6 month)

B. Water Sector

The pilot project “Safe and peaceful drinking water supply project” was composed of two components. One is rehabilitation of water yard and another is construction of new water yard. Rehabilitation was carried out by SWC and they have completed the work of total 36 water yard in 21 localities of 3 states as originally planned.

On the other hand, construction of three new water yards that is subcontracted out to private company is largely delayed and contractor could not complete by the end of project period. For this reason, SMAP-II extended the project period for water yard construction and completed the works (including the defect warranty period) in October 2020.

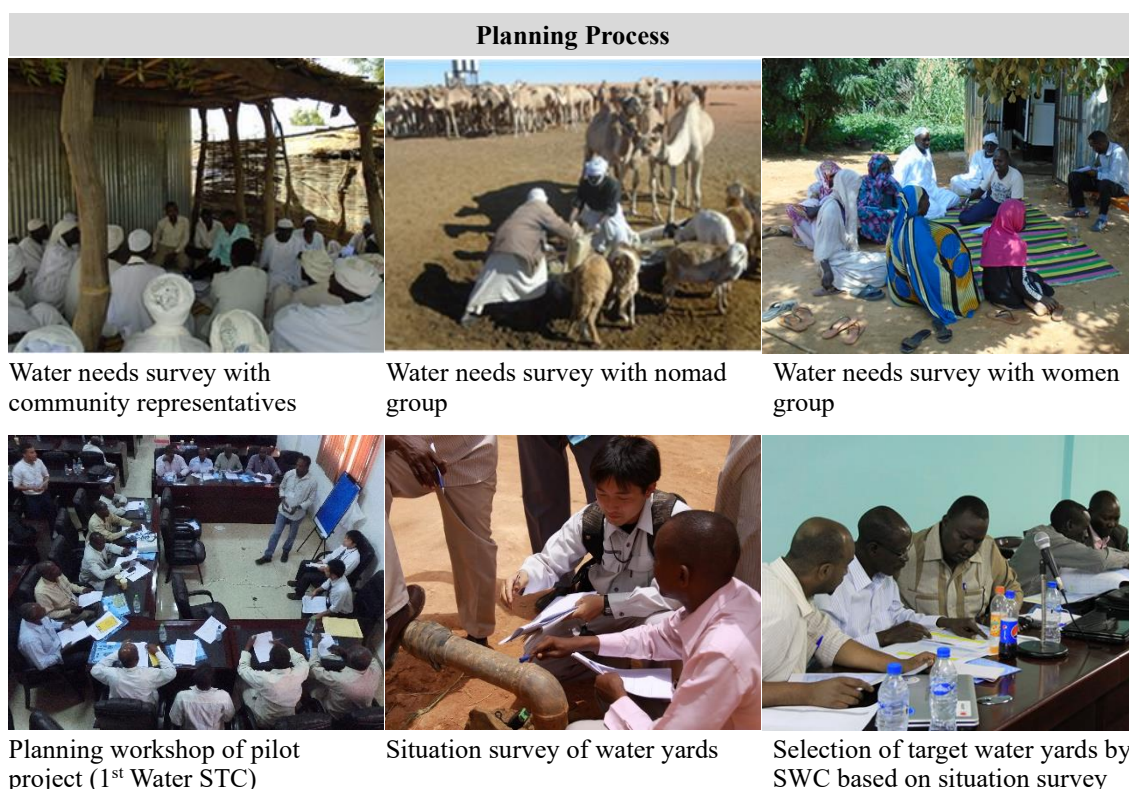
Readers are advised to refer to the additional document at the end of this report for the complete result of the water sector activities.

Table 2-1-5: Results of activities in water sector (pilot project)

Activities	Status	Remarks
1. Prepare pilot project plan for water yard rehabilitation and WASH	Completed as planned	<ul style="list-style-type: none"> Preparation of pilot project plan was started in May 2015 and completed in October 2015. The plan was developed in collaboration with counterparts. The plan was approved by 2nd JCC and SMOF committed on execution of part of the budget as local component. Planning document is included on separate volume of this PCR (DVD).
2. Prepare pilot project plan for water yard construction		
3. Select target community base on the selection criteria	Completed as planned	<ul style="list-style-type: none"> In 201-16, total 36 water yard (12 sites each state) for rehabilitation and 3 sites (one for each state) for construction were selected based on criteria. Selection criteria and procedures are included on separate volume of this PCR (DVD).
4. Establish the implementation structure for the pilot project including WASH	Completed as planned	In 2015 SWC established project management team, implementation team and it were functional under supervision of DG during the project period.
5. Procure goods and equipment to conduct the pilot project	Completed as planned	<ul style="list-style-type: none"> By end of PY-2, all equipment required for water yard rehabilitation were delivered to SWC. List of Major Equipment Provided by SMAP-II is attached in Annex-3.

6. Conduct baseline survey for the targeted community	Completed as planned	<ul style="list-style-type: none"> • 1st batch for 18 target communities was completed in 2016 and 2nd batch also completed in 2017. • Base-line survey report is included on separate volume of this PCR (DVD).
7. Conduct pilot project with consideration of conflict prevention (water yard rehabilitation)	Completed as planned	<ul style="list-style-type: none"> • Rehabilitation was started in November 2016. • SWC completed rehabilitation of 36 water yards by end of 2018.
8. Conduct pilot project with consideration of conflict prevention (water yard construction)	Completed, but construction was largely delayed.	<ul style="list-style-type: none"> • SMAP-II made a contract with SIPCO for Engineering & Trade and Services in August 2017. • Since starting, SIPCO faced many problems and construction work was largely delayed. As a result, the pilot project was decided to extend the project period until its completion and was approved at the 6th JCC (Feb. 2019). • This pilot project was completed in October 2020. Details of the results of the water yard construction project were explained in the additional document at the end of this report.
9. Evaluate pilot project with community participation	Completed as planned	<ul style="list-style-type: none"> • In September 2018 each target community conducted evaluation workshop. • During the project, SWC maintain meeting with Community Water Committee to discuss progress, issues and its counter measures of water yard rehabilitation/construction work.

Photo 2-1-2: Activities of the pilot projects in water sector



Implementation Process: Rehabilitation of Water Yard



Introducing the pilot project to community representatives.



Signing on partnership agreement by SWC and community



Installing a water meter to measure water usage.



Investigating the inside of a well using a borehole camera



Inside of well captured by special scope. Tree root invaded and trash is also found in borehole.



Washing well by air compressor. This work is continued for about 24 hours until the water becomes clean



After clean-up of borehole, SWC staff are exchanging old pump to new one.



Construction of generator house



Community residents participated in rehabilitation works



Replacing the old generator with a new one.



Setting-up control panel.



Installation of fence around water yard.



Replacing the broken taps with a new one.



Community members are using rehabilitated water yard.



Sanitation education for community members.

Implementation Process: Construction of New Water Yard



Geophysical Survey by SWC



Inspection of materials



Drilling of borehole by contractor



Water tower



Solar power facility



Fencing of water yard



Watering point for donkey cart



Watering point for human being



Watering point for livestock

Monitoring and Supervision Process



Community people to review the result of pilot projects.



Interview with water committee members.



Experience sharing seminar among SWC and donors

C. Employment Sector

In employment sector, SMAP-II conducted three types of vocational training as pilot projects. “Integrated entrepreneurship training for women” was conducted by women’s union and they provided the trainings that increase employment and income of young women, especially single mother and war-widows (total 595 trainees). The characteristic of this training is that trainees can receive a package service composing of business training, skills training, literacy education and start-up kit.

“Human resource development for micro and small enterprises” was conducted by craftsman union (CU). This training is one-year programme for workshop owners and master craftsman (total 120 enterprises) to provide know-how on staff education as well as business management skills.

“Vocational training for unemployed youth” was conducted by technical secondary school (TSS). Main target of this training is youth unemployed (total 360 trainees). There are three courses of automotive, electric and welding. The characteristic of this course is the combination of training at school and practice at workplace of local company. The trainees learn the basics at the school for the first three months and then learn practical skills as interns at local companies.

These pilot projects in employment sector have been successfully completed in all three states by February 2019.

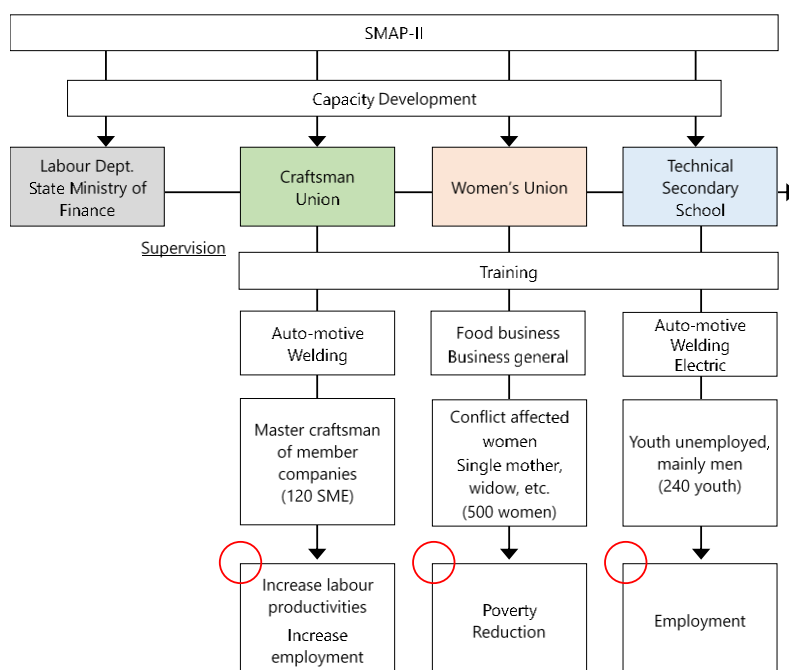


Fig. 2-1-1: Training delivery system in the pilot projects of employment sector

Table 2-1-6: Results of activities in employment sector (pilot projects)

Activities	Status	Remarks
1. Conduct the training needs analysis	Completed as planned	Stakeholder workshop was held to identify the needs for training in 2016. Training providers also conducted training needs survey in each state capitals.

2. Determine the training course contents based on the needs analysis	Completed as planned	<ul style="list-style-type: none"> • In 2016, 5 types of vocational training course plan and curriculum were developed. • These plans and curriculum were revised in 2017 reflecting the results of 1st term of training. • Planning document is included on separate volume of this PCR (DVD).
3. Set the criteria to select trainee for the training	Completed as planned	Entry requirements considering inclusiveness was set in 2016. It was updated before starting of 2 nd term in 2017.
4. Establish the implementation structure for the pilot project	Completed as planned	In 2015 role of Labour Department (SMOF), training providers (TSS, Women's Union, Craftsman Union) and SEEC in implementation and the management of training courses was defined.
5. Form state employment and entrepreneurship promotion committee (SEEC)	Completed as planned	<ul style="list-style-type: none"> • In June 2015, just after 1st STC, SEEC was established in three Darfur states. Committee regulation was developed and authorized by Labour Department and SMOF. • During project period, SEEC meeting was organized twice a month and SEEC members were actively involved in management of training and holding monthly meeting.
6. Prepare pilot project plan for public services	Completed as planned	<ul style="list-style-type: none"> • Preparation of pilot project plan was started in May 2015 and completed in October 2015. The plan was developed in collaboration with counterparts. • The plan was approved by 2nd JCC and SMOF committed on execution of part of the budget as local component. • Planning document is included on separate volume of this PCR (DVD).
7. Procure goods and equipment to conduct the pilot project	Completed as planned	By end of February 2017, all equipment and training materials including start-up kit were delivered and fully utilized.
8. Conduct baseline survey for the trainee	Completed as planned	Baseline survey was conducted at beginning of each training course as planned.
9. Conduct pilot project with consideration of conflict prevention	Completed as planned	<ul style="list-style-type: none"> • August 2017 training courses started and completed in May 2018. • Food business courses (3 months course: total 12 times), and general business courses (2 weeks course: total 9 times) were conducted as planned.
(1) Integrated entrepreneurship training for women	Completed as planned	
(2) Human resource development for micro and small enterprises	Completed as planned	<ul style="list-style-type: none"> • Training course (1 year) started in July 2017 and completed in August 2018. • In this programme, total 122 enterprises participated as planned.
(3) Vocational training for youth at technical secondary school (TSS)	Completed as planned	Training started in August 2017. Total 6 times of 3 training courses (automotive, welding, electric; training period for 5 months) were completed as planned by the end of February 2018.
10. Conduct tracer survey to evaluate training effectiveness	Completed as planned	Tracer survey for graduates of 1 st term training was completed in 2017. And the survey for 2 nd term is completed in October 2018.

Photo 2-1-3: Activities of the pilot projects in employment sector

Planning Process



Labour market survey (interview to employers of local companies).



Women expressing her opinion at the women's training needs survey.



Planning workshop of the pilot projects (1st employment STC).



Developing training course plan.



First meeting of State Employment & Entrepreneurship Promotion Committee (SEEC)



Staff of State Labour Dept. reviewed the SEEC meeting records.

Implementation Process: Training of Women



Practical training in food business course.



Trainees in group internship at bakery shop.



Literacy education was provided for the illiterate trainees.



Trainees participated in the compulsory saving activity during the training. The saved money was used as an initial fund for starting their business.



Start-up kit (oven & gas cylinder) was provided for each graduate after completion of the training.



One of graduates who started biscuit business using start-up kit.

Implementation Process: Training of Youth Unemployed



Training course introduction meeting for youth unemployed.



Orientation session for new trainees



Procured training tools for electric course.



Training of welding course



Training of electric course



Women were also encouraged to participate in the courses.

Implementation Process: Training of MSE



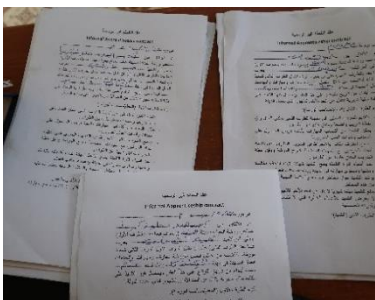
Training of master craftsman (study tour at enterprises in Khartoum)



Training of master craftsman on business management.



Reviewing contents of apprenticeship contracts by craftsman union.



Apprenticeship contract prepared by employers.



Master craftsman train apprentices at auto-service workshop.



Training plan shown as a poster style at their workshops.

Monitoring and Supervision Process



Evaluation survey of enterprise participated in SME training.



Tracer survey of graduate of food business course.



Results of survey was shared among State Labour Dept. and training providers.

D. Project M&E Sector

In Sudan, monitoring and evaluation (M&E) of public projects is barely functioning. In order to improve this situation, SMAP-II conducted “Public service accountability and performance strengthening project”. In this pilot project SMOF introduced M&E system and adopted it for 12 state financed projects. This system is that a person in charge of the implementing agency of the projects prepares a monthly progress report and submits it to the Planning Department of State Ministry of Finance. Then planning department evaluates the report, makes comments when there is any problem, feed back to the executing agency, and reports the situation to the policy makers. The formats of reports used in this system are made as simple as possible considering the current capabilities of the government staffs. However, all the critical point in good M&E are concisely put in the format. The specific feature of the formats is that it has items to be checked whether public projects have a negative impact on conflict or not. This includes fairness and inclusiveness of services. The results of M & E are shared not only within the government but also to the general public through town meetings. These activities in project M&E sector has been successfully completed in all three states by February 2019.

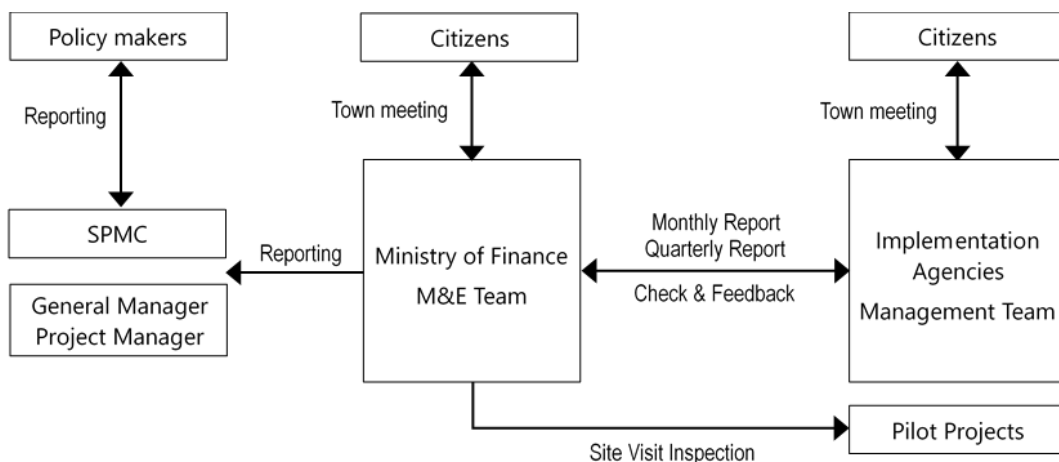


Fig. 2-1-2: M&E system of SMOF

Table 2-1-7: Results of activities in project M&E sector

Activities	Status	Remarks
1. Prepare pilot project plan for the evaluation of the state project	Completed as planned	<ul style="list-style-type: none"> Preparation of pilot project plan was started in May 2015 and completed in October 2015. The plan was developed in collaboration with counterparts. The plan was approved by 2nd JCC and SMOF committed on execution of part of the budget as local component. Planning document is included on separate volume of this PCR (DVD).
2. Decide method of M&E for the pilot project and state projects	Completed as planned	Rule for monthly/quarterly report with formats are developed in 2016. This rule was continuously updated during project period.
3. Establish the implementation structure for the M&E	Completed as planned	<ul style="list-style-type: none"> SMAP-II developed “Regulation of Project Committee” and it was approved by 1st JCC (May 2015). This includes Joint Coordination Committee (JCC), Sector Technical Committee (STC) and State Project Management Committee (SPMC). This document is included on separate volume of this PCR (DVD). M&E team headed by Director of Planning Department, SMOF was formulated and functional during project period.
4. Form M&E committee within SMOF	Completed as planned	SMOF established “M&E Committee” composed of representatives from implementation agencies to jointly monitor progress of the pilot projects. Committee meeting was held every month.
5. Procure goods and equipment to conduct M&E activities	Completed as planned	<ul style="list-style-type: none"> Office equipment was procured and delivered to SMOF in 2016. A vehicle (minivan) was also delivered in 2017. It was confirmed all equipment is in good condition and utilized for SMAP-II inspections conducted in October 2018.
6. Conduct M&E activities for pilot project and state projects	Completed as planned	<ul style="list-style-type: none"> Total 18 SMAP-II pilot projects and 12 state financed public projects were monitored by M&E team through revision of monthly report submitted by implementation agencies. M&E team also conducted on site survey when they found issues in the pilot projects.
7. Disclose the M&E results to the public	Completed as planned	Based on M&E results, total 16 town meetings were held by SMOF and other implementation agencies as planned.

Photo 2-1-4: Activities of the pilot project in project M&E sector



M&E team of SMOF are discussing challenges in M&E system in Sudan at the first M&E-STC.



M&E-STC meeting. STC is one of the important tools for monitoring.



Experience sharing seminar of M&E sector: M&E team is reporting the achievement of M&E activities at FMOF. (2018)



M&E team is monitoring the pilot community. Monitoring by SMOF is basically done by examining monitoring reports submitted by implementing agencies. Besides that, site visits are also conducted.



Monitoring survey by M&E team of SMOF. This survey was for pilot communities for health sector. After mid-term evaluation, frequency of site visits to pilot communities of health sector was increased.



SMOF's site visit to water sector's pilot community in West Darfur. These materials were prepared by the community for water yard rehabilitation.



State Project Management Committee (SPMC: North Darfur: Representatives of each sector discussed a draft of revised PDM)



M&E committee meeting. While SPMC is the high-level meeting for Directors of implementing agencies, M&E committee meeting is held every month.



The 4th JCC (at the conference room in FGC). Representatives from FGC, implementing agencies and supervisory federal ministry participated. (2018)



The 3rd town meeting in South Darfur. (2017) Native Administration was greatly interested in SMAP-II



Minister of SMOH made a speech at a town meeting held by health sector. (South Darfur, 2017)



Town meeting organized in Nyala. Community people highly evaluate state government's effort of explaining public services.

1-3-2. Activities of Output-2: Professional Development for Government Staff

By October 2018 all activities in Output-2 were successfully completed. SMAP-II provided a series of training courses according to “SMAP-II Training Programme 2015-2018”. This training aims that staff acquires the knowledge and skills necessary to properly implement the pilot project. For this training, 10 to 20 courses are prepared for each sector (Training course plan and records in four sectors are included on separate volume of this PCR)

In this training programme, total 1,961 staff from SMAP-II implementing agencies have participated (exceeding the 1,419 people originally planned) to acquire necessary knowledge and skills to conduct the pilot projects.

Table 2-1-8: Number of participants in SMAP-II training programme by sector

Sector	Organisation	Planned	Results	Remarks
Health	SMOH	264	533 (978)	Aside from training of SMOH staff, total 445 health workers (community health promotor, midwife, medical assistant and lab-technician) in the SMAP-II target communities were trained in the Pilot project.
Water	SWC	291	385	The figure includes the staff trained by SWC's in-house training courses that utilize trainers who were trained by SMAP-II.
Employment	Labour Dept. Training providers	330	512	Training providers include Technical secondary school, Women's Union and Craftsman Union in three Darfur States.
Project M&E	SMOF, FGC,	534	386 (1,325)	Total 386 people from SMOF, FGC and other implementation agencies participated in training courses related to project management. In addition, total 794 people participated peacebuilding training and seminars (a total of 1,325) people including seminar participants.
Total		1,419	1,961	

A. Health Sector

In health sector, 317 people (264 in original plan) in total were trained in 10 training courses. Major subjects of the training are;

- Supportive supervision
- Community mobilization
- Community profiling
- Training of trainers for training of community health promoters
- Health education
- Base-line survey
- PC training (data analysis)

Table 2-1-9: Results of activities in health sector (professional development)

Activities	Status	Remarks
1. Prepare training plan for	Completed as	• SMAP-II training programme 2015 to 2018 with

officials of SMOH	planned	budget plan was developed with participation of counterparts in October 2015. The plan was approved by 2 nd JCC. • Planning document is included on separate volume of this PCR (DVD).
2. Conduct training	Completed as planned (202% of original plan)	• Training courses for staff of SMOH started in 2015 and were completed by September 2018. • Total 533 people from SMOH and related organizations enjoyed 23 training courses.
3. Study lesson learnt of the pilot project activities through STC	Completed as planned	• Total 15 times of health STC were held as scheduled. • Lessons learnt and good practices observed in the pilot projects were compiled in “Health Promotion handbook”.
4. Evaluate the effectiveness of trainings	Completed as planned	• Pre-test and post-test were conducted in some training courses to evaluate effectiveness of training. • Interview survey with managerial staff of SMOH was conducted to assess behavioural changes of ex-trainees by mid-term evaluation (Sep. 2017) and end-line survey (Oct. 2018).

B. Water Sector

In water sector, 37 training courses were implemented and 385 staff of SWC and locality office have been trained in total. Major subjects of training are;

- WASH and water yard operation and management
- Geophysical survey
- Water yard design, cost estimation and tender documentation
- Pumping test and its analysis
- GIS information
- Supervision for water yard construction
- Documentation of water yard rehabilitation completion report

Table 2-1-10: Results of activities in water sector (professional development)

Activities	Status	Remarks
1. Prepare training plan for officials of SWC	Completed as planned	• SMAP-II training programme 2015 to 2018 with budget plan was developed in participation with counterparts in October 2015. The plan was approved by 2 nd JCC. • Planning document is included on separate volume of this PCR (DVD).
2. Conduct trainings	Completed as planned (132% of original plan)	• Training courses for staff of SWC were completed except follow-up training conducted by SWC using own resources. • Total 385 people participated in 37 courses such as well rehabilitation, water yard design, cost estimation and tender documentation etc.
3. Study lesson learnt of the pilot project activities through STC	Completed as planned	• Total 15 times of Water STC were held as scheduled. • Lessons learnt and good practices observed in the

		pilot projects were compiled in “Water yard Rehabilitation manual”.
4. Evaluate the effectiveness of trainings	Completed as planned	<ul style="list-style-type: none"> • Pre-test and post-test were conducted in some training courses to evaluate effectiveness of training. • Interview survey with managerial staff of SMOH was conducted to assess behavioural changes of ex-trainees by mid-term evaluation (Sep. 2017) and end-line survey (Oct. 2018).

C. Employment Sector

In the employment sector, 17 training courses were provided for 512 staffs of Labour Department (SMOF) and training providers (TSS, women’s union, craftsman union). Major subjects of the training are;

- Training Management-1: Needs assessment, 2 Implementation, 3 Monitoring and evaluation
- Training of Trainers: Automotive, welding, electricity, food processing, business management, literacy education
- Employment and entrepreneurship promotion
- Study tour: Khartoum industry visit
- Report writing (PC training)
- Proposal Writing

Table 2-1-11: Results of activities in employment sector (Professional development)

Activities	Status	Remarks
1. Prepare training plan for officials of Labour Department and staff of the training institutions	Completed as planned	<ul style="list-style-type: none"> • SMAP-II training programme 2015 to 2018 with budget plan was developed in participation with counterparts in October 2015. The plan was approved by 2nd JCC. • Planning document is included on separate volume of this PCR (DVD).
2. Conduct training	Completed as planned (155% of original plan)	<ul style="list-style-type: none"> • By August 2018 training programme for staff of Labour Department and training institutions are completed. • By May 2018, total 499 people participated in 25 courses such as training management, employment promotion, training of trainers, etc.
3. Study lesson learnt of the pilot project activities through STC	Completed as planned	<ul style="list-style-type: none"> • Total 15 times of Employment STC was held as scheduled. • Lessons learnt and good practices observed in the pilot projects were compiled in “Vocational Training Manual”.
4. Evaluate the effectiveness of trainings	Completed as planned	<ul style="list-style-type: none"> • Pre-test and post-test were conducted in some training courses to evaluate effectiveness of training. • Interview survey with managerial staff of SMOH was conducted to assess behavioural changes of ex-trainees by mid-term evaluation (Sep. 2017) and end-line survey (Oct. 2018).

D. Project M&E sector

Total 386 staff of SMOF and implementation agencies participated in 9 training courses. Major subjects of the training are;

- Project management
- M&E basics and practical
- Leadership training
- Effective supervisory skills
- Strategic planning for rural development
- Filing & document management
- PC skills training
- Report writing skill

Table 2-1-12: Results of activities in project M&E sector (Professional development)

Activities	Status	Remarks
1. Prepare training plan for officials of SMOF Planning Directorate and M&E in-charge staff at related agencies	Completed as planned	<ul style="list-style-type: none"> • SMAP-II training programme 2015 to 2018 with budget plan was developed in participation with counterparts in October 2015. The plan was approved by 2nd JCC. • Planning document is included on separate volume of this PCR (DVD).
2. Conduct training	Completed as planned	<ul style="list-style-type: none"> • Training programme for officials in FGC and related state ministries are completed by May 2018. • Finally, total 386 people participated in 9 courses such as project management, leadership, Filing & document management, etc. • In addition, total 794 people participated peacebuilding training and seminars.
3. Study lesson learnt of the M&E activities through STC	Completed as planned	<ul style="list-style-type: none"> • Total 15 times of M&E STC were held as scheduled. • Lessons learnt and good practices observed in the pilot projects were compiled in “State M&E Guideline”.
4. Evaluate the effectiveness of trainings	Completed as planned	<ul style="list-style-type: none"> • Pre-test and post-test were conducted in some training courses to evaluate effectiveness of training. • Interview survey with managerial staff of SMOH was conducted to assess behavioural changes of ex-trainees by mid-term evaluation (Sep. 2017) and end-line survey (Oct. 2018).

Photo 2-1-5: Activities of the professional development in four sectors

Health Sector: Training of Staff in SMOH and Locality Office



Diagnostic training for Laboratory Technicians in the target communities (17 health workers were trained including Medical Assistants, 2017)



SMOH and communities peoples visited a progressive community (Albashgra, Gezira State) and exchanging experiences each other. (2018)



PC training on data analysis (5 days) SMOH identified information management as their weakness and made the training plan. (2018)

Water Sector: Training of Staff in SWC and Locality Office



Practical training for submersible pump installation



Training for the borehole scanning



Study Tour in Morocco (2016). 4 SWC staff participated

Employment Sector: Training of Staff in Labour Dept. and Training Providers



Training of trainers on “Training Management” in Khartoum.



Training of teachers of TSS on general electric.



Training of trainers on food processing. This was provided by private company in Khartoum.

Project M&E sector: Training of Staff in SMOF



M&E basic training. This training was for development of a plan, an evaluation sheet etc.



Document management training



Computer and report writing training for SMOF staff

1-3-3. Activities of Output-3: Improving Service Operation Framework

All activities in Output-3 have been completed in all sectors by February 2019. Variety of manuals, guidelines and strategies were produced beyond the original plan. Among them, key products, such as technical manuals and guidelines related to the services that were already officially authorized by responsible agencies. Then, future plan and its budget plans were approved by SMOF and set in state budget book 2019.

A. Health Sector

The following three products were developed as planned;

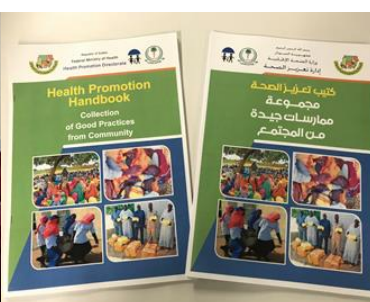
- ① Health Promotion Handbook “Collection of Good Practices from Community”
- ② State Health Promotion Plan (for each Darfur state)
- ③ IEC Materials (used by community health promoters for health education activities)

Table 2-1-13: Results of activities in Output 3 (health sector)

Activities	Status	Remarks
1. Prepare health promotion manual with consideration of conflict prevention	Completed as planned	In 2018, “Health Promotion Handbook” was developed by development committee consisting of FMOH and SMOH, and already approved by the undersecretary of FMOH.
2. Conduct training for officials of SMOH to be able to utilize the health promotion manual	Completed as planned	State health sector dissemination seminars was completed by January 2019. In this meeting (in state capitals), not only staff of SMOH, but also people from related organisations, such as UN, NGO, etc. participated.
3. Prepare health service implementation plan for the next three years after the completion of the pilot project	Completed as planned	Health promotion plan was developed, and it was approved by DGs of SMOH in each state. The budget plan was also approved by SMOF.



A meeting of the handbook editing committee, consisting of FMOH, SMOHs, university and etc. (2018)



The Health Promotion Handbook developed in collaboration between FMOH and SMOH.



Health education materials used by community health promoters.

B. Water Sector

In order to entrench skills and knowledges obtained in pilot projects into the organization, the following documents were prepared by SWC. Through the dissemination seminar conducted in

each state capital, contents of these documents are introduced to the stakeholders.

- ① Water Yard Rehabilitation Manual
- ② Water Yard Rehabilitation Plan for 2019-2021 (each state)
- ③ SWC Staff Training Plan 2019-2021 (each state)
- ④ Education material for peaceful water use (cartoon)

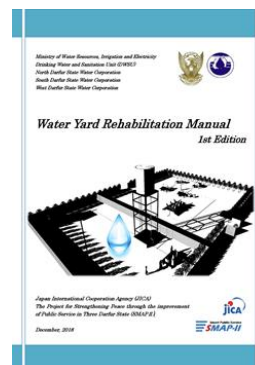
In addition, SWC developed the form of “Agreement between SWC and community on the operation and management of water yard for peaceful water use” and adopted to SMAP-II target communities during the project. SWC is planning to extend this agreement to other community.

Table 2-1-14: Results of activities in Output 3 (water sector)

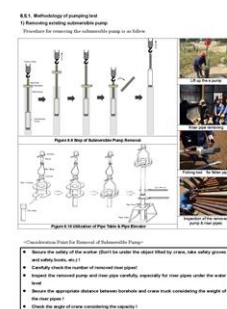
Activities	Status	Remarks
1. Update targeted water yard database of SWC	Completed as planned	SWC updated information of each water yard based on technical reports (completion report of rehabilitation work) after rehabilitation.
2. Prepare water yard rehabilitation manual	Completed as planned	“Water Yard Rehabilitation Manual” was developed in 2018 and was approved by DG of DWSU. In this developing process, representatives of other SWC from the country participated.
3. Conduct training for officials of SWC to be able to utilize the rehabilitation manual	Completed as planned	Dissemination seminars for SWC’s stakeholders were conducted in each state capital in 2018 and 2019.
4. Prepare water yard rehabilitation plan for the next three years after the completion of the pilot project	Completed as planned	Each SWC developed “Water Yard Rehabilitation Plan for 2019-2021” with budget plan in 2018. To continue professional development of the staff, SWC also developed “SWC Staff Training Plan 2019-2021”. Both plans are authorized by DG of SWC.

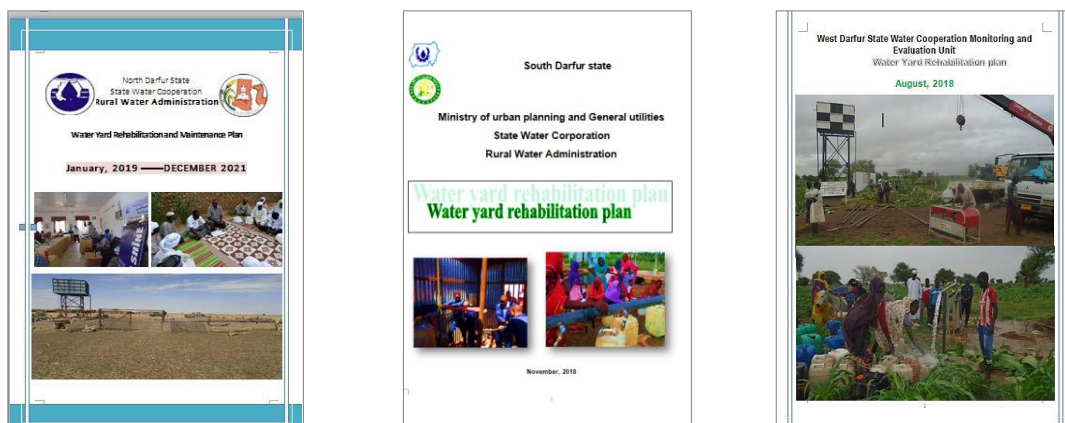


National Review of the Water Yard Rehabilitation Manual at DWSU (2018) .



Water Yard Rehabilitation Manual that was developed based on the lessons learned from the pilot project.





Water Yard Rehabilitation plan 2019-2021 (Left: ND, centre SD, Right: WD).
 SWC of 3 states planned to rehabilitate total 60 water yards for 3 years. It is expected that total 301,000 peoples will benefit from this service

C. Employment Sector

Issues of vocational training are inadequate system and lack of teaching materials. Therefore, SMAP-II has prepared a wide range of support documents for vocational training system from policy and guidelines to training manuals. These are;

(Policy and guidelines)

- ① Darfur Vocational Training Policy and Strategy
- ② Guideline for Establishing State Council for Vocational Training and Apprenticeship
- ③ Guideline for Apprenticeship system
- ④ Guideline for Human Resource Development Pioneer Firm Certification System
- ⑤ 3-year Training Service Plans (Training of Women, Youth Unemployed, Micro-Small Enterprise)

(Small and Micro Enterprises (SME) training)

- ⑥ Application Guide for "Human Resource Development Pioneer Firm Certification System"
- ⑦ Organizer's Manual for Prerequisite Training Course

(Women training)

- ⑧ Women Entrepreneurship Curriculum Instructors' Guidebook
- ⑨ Women Entrepreneurship Workbook
- ⑩ Recipe Book
- ⑪ Training Implementation Manual -Integrated Entrepreneurship Training for Women-

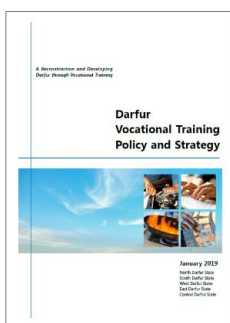
(Youth Training)

- ⑫ Training Implementation Manual "Short-Term Vocational Training for Vulnerable Youth"
- ⑬ Peacebuilding Education Material: Teaching Methods and Motivation & Group Work
- ⑭ Teaching Methods for Motivation and Self-Esteem

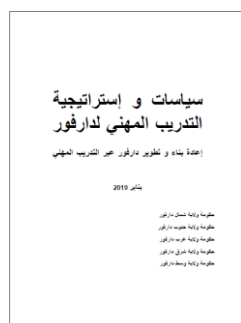
Table 2-1-15: Results of activities in Output-3 (employment sector)

Activities	Status	Remarks
1. Prepare operation manual, including training course plan, curriculum etc., for the vocational trainings	Completed as planned	<ul style="list-style-type: none"> • According to the type of training (women, SME, youth), vocational training manuals that include training course plan, curriculum, reference books are developed in 2018.

		<ul style="list-style-type: none"> Other documents such as “National Apprenticeship Guideline”, “Guideline for Human resources development pioneer enterprise certification system” were also prepared and authorised by SCVTA.
2. Conduct TOT training for training provider to be able to utilize the operation manual	Completed as planned	TOTs were conducted at every STC in 2018. The manuals and guidelines were disseminated to other stakeholders including SCVTA, federal women’s association, federal employer’s association, etc. in Khartoum.
3. Promote institutionalization of the SEEC	Completed as planned	<ul style="list-style-type: none"> SEEC is officialised by Labour Department and SMOF in 2016. Labour Department of SMOF committed to maintain the SEEC after SMAP-II. “Guideline for Establishing State Council” prepared by SMAP-II was officially approved and distributed to all states by SCVTA. It is expected that SEEC will be a part of this State Council. Negotiation between state government and SCVTA to newly establish the State Council is undergoing.
4. Prepare state vocational training strategy with SCVTA	Completed as planned	In 2018, “Darfur Vocational Training Policy and Strategy” was developed in participation with stakeholders, such as state ministry (of industry, social affairs, education, finance), private sector, (micro finance institution, politician, UN/NGO), etc.
5. Prepare implementation plan for vocational training service based on the lesson learnt of the pilot project	Completed as planned	Labour department with SEEC members developed vocational training plan for women, youth and SME during 13 th and 14 th STC (2018).



Darfur vocational training policy (English)



Darfur vocational training policy (Arabic)



Policy planning workshop (Fasher). Stakeholders related to vocational training were participated.



Implementation manual for women training



Implementation manual for women training



Implementation manual for women training



Guideline for the state council of VT

D. Project M&E Sector

Reflecting experiences in M&E activities of the public projects, SMOF developed;

- ① State M&E Guideline
- ② M&E Plan 2019-2021 (each state)

In addition, SMOF also prepared following rules to assist their operation.

- ③ SMAP-II Local Component Rules and Procedure
- ④ Town Meeting Rules

Table 2-1-16: Results of activities in Output-3 (project M&E sector)

Activities	Status	Remarks
1. Study M&E issues, recommendation, and action plan at SPMC	Completed as planned	Situation survey on project M&E was conducted in 2016. This survey revealed the un-functioning of M&E system in Sudan.
2. Follow up action plans which were agreed at the SPMC	Completed as planned	In every STC and SPMC, M&E team of SMOF identified the issues of the pilot projects and decided counter measures. M&E team shared these measures with implementing agencies and also conducted on-site survey by themselves.
3. Prepare recommendation of the M&E system for state projects	Completed as planned	Based on the lessons learnt from the pilot projects, SMOF develop “State M&E Guideline” in 2018. The guideline was introduced to the stakeholders in January 2019.



Meeting to edit M&E guideline



Extension seminar of M&E guideline



State M&E Guideline

1-3-4. Activities Related to the Peacebuilding

SMAP-II deploys a Japanese expert and a Sudanese officer who are responsible for the peacebuilding activity including monitoring of security situation of target area. This team was conducting crosscutting activities across four sectors, and monitoring peacebuilding related education/training counterparts and their peacebuilding activity.

(1) Conflict Analysis through PNA (Peacebuilding Need and Impact Assessment)

Peacebuilding assessment was conducted through preparation of PNA version 1.0 at the project planning phase in 2015 and PNA version 2.0 considering community characteristics at the project implementation phase. SMAP-II utilized the PNA into the project management at the phase of planning, implementation and evaluation.

(2) Peacebuilding Training and Seminar

The Peacebuilding team conducted various kinds of peacebuilding training and seminar mainly

targeting the project counterparts, and all total 794 people participated in the training and seminar. The training and seminar cover various topics from the basic content to specific topics (the basic contents are the peacebuilding concept, and the public services with fairness and inclusiveness etc., and the specific topics are the teaching methods to increase self-esteem, and the approaches to increase social capital etc.

(3) Monitoring and Evaluation with Peacebuilding Viewpoints

Apart from sector’s monitoring and evaluation, SMAP-II Peacebuilding team conducted its own monitoring and evaluation. These results were shared with counterparts through STC and reflected on sector’s manuals.

- 1) Conflict preventive checklist: Confirming the SMAP-II’s impact on conflict factor at STC
- 2) Public Service Motivation survey: Evaluating counterparts’ attraction to Public Participation, commitment to Public Values, compassion, self-sacrifice, and sense of peacebuilding
- 3) Self-esteem survey of trainees conducted in each vocational course
- 4) Social capital survey targeting health sector from 2017 to 2018
- 5) Project evaluation based on Core Humanitarian Standard on Quality and Accountability (CHS) in 2018

(4) Teaching Materials on Peacebuilding

Based on lessons learnt of SMAP-II activity, video clips were created about public services considering peacebuilding by English and Arabic. There four topics are “Peacebuilding Concept in Public Services”, “Public services matching people’s needs and attitudes of public officers”, “Fair public services”, “Concept of Community Connection”. These clips are expected to utilize in their training, and it was explained to counterparts in 14th STC in 2018. FGC staff joined the clip making and their comments were reflected on the contents.

Photo 2-1-6: Activities of Peacebuilding (1)



Peacebuilding training for target sector’s representatives about the peacebuilding basic concept and conflict analysis at beginning of SMAP-II



Lecture on public service and peacebuilding by Mr. Khalil (Kasha Peace Centre). He is the ex-DG of SMOF in ND, therefore, he knows local situation very well.



Training on peacebuilding and mass media. Staff of local media and publicity officers of state government were participated.



Lecture on women and peacebuilding by Dr. Osman (Ahfad University).



Debate event on “Women, Employment and Peace” at Ahfad University (24 female students were participated).



Results of social capital survey was reported by SMAP-II national staff to SMOH and leaders of health target communities.



SMAP-II Peacebuilding video clips

SMAP-II developed video teaching materials on public services that considered peacebuilding (Arabic & English). This video clip is intended for the state government to use for the training of staff. It was reflected field experiences from the pilot projects.

This video includes four topics "public works and peace building concept", "public service suited to needs", "fair public service", and "community ties". This covers the knowledge that civil servants must have to provide fair service.

Photo 2-1-7: Activities of Peacebuilding (2):
Darfur Peacebuilding Event “DARFUR BALADNA”

In February 2018, SMAP-II held Darfur event in cooperation with other development partners with the aim of getting people to know more about Darfur. A total of 2,500 people visited including general citizens, government officials, staff of UN/NGOs, children from invited schools, etc. These visitors got lectures on the current situation of Darfur from aid organizations, learned the culture of Darfur, enjoyed music and traditional meals, the venue was thriving on the whole day (0900-2300).



Exhibition of development activity: 24 booths were set up. At each booth, SMAP-II and aid organizations (7 UN agencies and 16 NGOs) made exhibitions and presentations introducing their activities. In addition, visitors enjoyed stamp rally style games to create reasons to enjoy every exhibitor’s booths.



Exhibition of Darfur Culture: At Darfur culture special booth, State Ministry of Culture of 5 states of Darfur region exhibited traditional crafts, agricultural products, processed foods etc., and they explained to visitors about Darfur's traditional culture and lifestyle. Also, at the venue, 10 kinds of traditional dances conveyed from different tribes of Darfur were demonstrated and entertained the participants.



Thematic Roundtable of Development Partners: During this event, the event exhibitor group gathered at five themes of health, water supply sanitation, general of livelihood and peace building, introduced their activities and good practices, and exchanged opinions on future collaboration. This discussion was a good opportunity to expand networking.

2. Achievements of the Project

2-1. Outputs and Indicators

In SMAP-II, performance indicators are set to measure the level of achievement of project purpose and Outputs. In this section, the achievement of Outputs is described for each indicator (PDM 2.0) set for each sector. In evaluating the achievement, a joint evaluation workshop was held in February 2019 in which representatives of implementing agencies participated.

As for the achievements of water sector in the extended project period, readers are advised to refer to the additional document at the end of this report.

2-1-1. Achievement of Output-1

Output-1: State Governments can incorporate public needs in the selected sectors and ensure inclusiveness in its planning and implementation of the respective public services in the three target areas.

A. Health Sector

In health sector, all indicators (1-6) set in Output-1 are satisfied as follows;

- Indicator-1

Indicator	Target	Result	Achievement
People have chance to express their opinion to be taken into consideration for planning and implementing of the public services.	Yes	Yes	○ <u>Achieved</u>

SMOH held a community leaders' meeting on an average of 2.5 times per year at state capital, securing opportunities for dialogue with community people. End-line survey also shows that 14 out of 15 target communities (93%) agreed there are chances to express their opinions. Prior to the pilot project, communication between SMOH and the community was significantly improved, given the fact that all communities said they did not have the opportunity to express their opinions before.

● Indicator-2&3

Indicator	Target	Result	Achievement
Project sites are selected based on the clear criteria during the planning.	Yes	Yes	○ <u>Achieved</u>
Project outline and selection criteria of the target sites are introduced to people.	Yes	Yes	○ <u>Achieved</u>

Target communities were selected according to procedures predetermined among SMAP-II and SMOH using selection criteria (criteria are available in Separate Volume). Criteria consist of 1) fairness (areas where the health indicators are low), 2) efficiency of service delivery (access, population, etc.), 3) impact of conflict, and 4) other constraints (security, lack of health staff, etc.). In selection process, the following steps were taken, namely, screening of target areas, short listing, primary survey, discussion with community members, and getting approval from the State Project Management Committee (SPMC). Upon selection of target communities, contents of the pilot project and selection procedures were explained to all locality offices and community representatives of the target communities.

● Indicator-4

Indicator	Target	Result	Achievement
Measures are taken to include vulnerable groups in the community activities.	Yes	Yes	○ <u>Achieved</u>

In conducting health education, community health promotion team of each community identified vulnerable groups. Based on this information, community health promoters (CHP) provided the services considering that vulnerable people were not eligible for health education (all 15 communities). At household visit of vulnerable family, CHP provided not only health education, but also consultation on the troubles in their life, connecting to supporters (such as union or individuals), advising participation in community activities, holding health insurance cards, etc. In addition, it was reported that 9 communities (out of 15) utilize community funds to support vulnerable peoples in medical care, health insurance enrolment, etc.

Table 2-2-1: Rate of communities which provide supports and consideration for the vulnerable in health activities (15 communities)

Category	Contents	Rate
Consideration for the vulnerable in Health Education (Home Visit)	1. Conducting home visit upon confirmation of the vulnerable	100%
	2. Making special consideration in visiting home of the vulnerable	80.0%
	• Confirmation of living situation	58.3%
	• Introduction to supporters	16.7%
	• Confirmation of availability of health insurance card	16.7%
	• Encouragement of participation in community activity	8.3%

Support to the vulnerable by using community fund	1. Establishment and operation of community fund	60.0%
	2. Supports for the vulnerable from the community funds (out of 9 communities with community funds)	100%
	• Financial supports for the poor (medical fee, health insurance enrolment, etc.)	55.6%
	• Supports for community activities	33.3%
	• Supports for orphans	11.1%

Source: Results from FGDs among community representatives for End-line survey

● Indicator-5

Indicator	Target	Result	Achievement
Frequency of health promotion activities about Malaria and diarrhoea.	At least once a month	2.8/ month	○ <u>Achieved</u>

Since October 2016 when health promotion activities started, community health promotion team organized health seminar on average 2.8 times a month.

Table 2-2-2: Frequency of health education activities by state (monthly average)

State	Number of CHC meeting	Health Education (Seminars)	Health Education (Households Visited)	Number of Campaign**
North Darfur	2.2	3.7	361	0.6
South Darfur	2.2	2.3	103	1.4
West Darfur	2.1	2.4	223	2.6
Average of 3 States	2.2	2.8	201	1.5

** : Health event such as cleaning campaign, school health, and etc.

Source: made by SMAP-II Health Team based on interviews to SMOH and CHC

Table 2-2-3: Implementation rate of community action plan by state

States	Health awareness	Strength CHC	Malaria	Diarrhea	Others	Average
North Darfur	100%	90.0%	83.0%	80.0%	80.0%	81.0%
South Darfur	100%	100%	92.0%	93.3%	60.0%	87.2%
West Darfur	90.0%	100%	81.0%	89.3%	90.0%	85.8%
3 states	96.7%	96.7%	85.3%	87.6%	76.7%	84.6%

Source: made by SMAP-II Health Team based on interviews to SMOH and CHC

● Indicator-6

Indicator	Target	Result	Achievement
Number of health centres which can provide both Malaria diagnosis and treatment, and diarrhoea treatment.	10	11	○ <u>Achieved</u>

According to the interview survey to medical staff of target health centres, all 11 health centres responded they could diagnose and treat malaria and diarrhoea, as a result of training of lab-technicians and provision of equipment. Services at health centres were also evaluated by community representatives. 64% communities responded as “good”, 18% responded “good to some extent” and 9% responded “need to be more improved”. They also appreciated that SMOH newly deployed total 15 medical staffs (2 medical assistants, 3 nurses, 5 laboratory technicians, 1 laboratory assistant and 4 midwives) to the target communities.

B. Water Sector

In the water sector, although the work of water yards rehabilitation was completed as planned, the construction of new water yards, which is another pilot project, was delayed, causing issue in terms of project efficiency. The construction and subsequent defect warranty period was completed in October 2020, and in its process, appropriate procedures are taken to reflect the needs of the community residents.

In this section, as in other sectors, the achievement of the Outputs 1 in water sector is explained mainly on the results of the joint evaluation workshop organized in February 2019.

The achievement of the water yard construction pilot project is explained in the “Additional document” described later on this report.

● Indicator-1

Indicator	Target	Result	Achievement
People have chance to express their opinion to be taken into consideration for planning and implementing of the public services.	Yes	Yes	<input type="radio"/> <u>Achieved</u>

According to focus group discussion by community representatives, response rate of ‘Yes’ was 94.5% in ND, 75.0% in SD and 95.5% in WD (as a whole, 88.3%). Also, meetings with community representatives were held at state capitals 1.5 times a year. This ensured community people to express their opinions to SWC.

● Indicator-2&3

Indicator	Target	Result	Achievement
Project sites are selected based on the clear criteria during the planning.	Yes	Yes	<input type="radio"/> <u>Achieved</u>
Project outline and selection criteria of the target sites are introduced to people.	Yes	Yes	<input type="radio"/> <u>Achieved</u>

At beginning of the project, SMAP-II water team and SWC developed selection criteria and procedures (available in Separate Volume). Target water yards for rehabilitation and construction were properly selected based on these criteria. Selection criteria included water yards’ status, low water supply areas, conflict prevention, state ministry’s policy etc. Each water yards were scored and selected objectively. In selection process, contents of the pilot projects and selection criteria were explained to community people in explanatory meetings.

● Indicator-4

Indicator	Target	Result	Achievement
Number of target water yard where animals and people are using same water tap.	Less than 20%	19%	○ <u>Achieved</u>

The percentage of community representatives who answered, “Animals and people are always using the same water tap” and “Animals and people are sometimes using the same water tap” were 19.2% as a whole, 11.9% in ND, 50.0% in SD and 9.1% in WD. This shows a great improvement compared to the base-line data (83% in 2016).

Table 2-2-4: Water yard where livestock and humans fetch water from same water point

Type of the Survey	North Darfur	South Darfur	West Darfur	3 States
Base-line Survey (2016)	66.7%	83.3%	100%	83.3 %
End-line Survey (2018)	11.1%	50.0%	9.1%	19.2%

Data Source : SMAP-II Baseline survey and results of focus group discussions in end-line survey

● Indicator-5

Indicator	Target	Result	Achievement
Number of people received Water, Sanitation and Hygiene (WASH) education.	300 persons	754 persons	○ <u>Achieved</u>

SWC conducted training after rehabilitation of water yard and total 754 people in target areas received Water, Sanitation and Hygiene (WASH) education.

● Indicator-6

Indicator	Target	Result	Achievement
Volume of water usage in the rehabilitated water yards increases by more than 20% in average.	More than 20%	41%	○ <u>Achieved</u>

According to the water meter, 12 out of 15 communities increased the volume of water usage and average increment rate was 40.7%. Also, the increment rate by state was 26% and achieved the target. In terms of water charge, the amount of collected charge increased 72.7% in average of 18 target areas (ND: 56.9%, SD: 64.1%, WD: 105.2%).

C. Employment Sector

In employment sector, all indicators set in Output-1 (1-9) are satisfied as follows;

● Indicator-1

Indicator	Target	Result	Achievement
Project target beneficiaries are selected based on the clear criteria during the planning.	Yes	Yes	○ <u>Achieved</u>

This sector highly considers reconstruction and conflict prevention through vocational training. Criteria of training participants were set as single mothers and widows for women entrepreneurship training, unemployed youth for youth training and people affected by the

conflict for both training. SME training set the number of apprenticeships who are in the vulnerable position as the criteria (these criteria were described in training course plan and available in Separate Volume). They are appropriate group for the purpose of the training.

● Indicator-2

Indicator	Target	Result	Achievement
Project outline and selection criteria of trainees are introduced to people.	Yes	Yes	○ <u>Achieved</u>

The training information was announced through radio to make sure fair distribution of training information among the public. From the 3rd project year, an explanatory seminar was conducted for people who were willing to apply for the training in order to make sure transparency in the selection of trainees by explaining the training purpose, contents and selection process.

● Indicator-3&4

Indicator	Target	Result	Achievement
Number of training participants	1,380 persons	1,566 persons	○ <u>Achieved</u>
Percentage of the participants completed the women and youth training.	90%	95%	○ <u>Achieved</u>

Three types of vocational trainings (6 courses) are appropriately conducted according to training plan and total 1,566 people participated (Entrepreneurship training for women: 595, Youth training: 360, SMEs support: 611). Completion rate of women entrepreneurship training was 98.7% and that of youth training was 89.2%. In total, it was 95%.

Table 2-2-5: Number of training participants and completion rate by course

Training courses	No. of course	No. of trainee	Completion rate	Ratio of conflict affected person
1. Women's training: Food business course	12	240	99.2%	85.0%
2. Women's training: Business course	9	355	98.3%	73.7%
3. Youth training: Auto-motive	6	120	85.8%	79.2%
4. Youth training: Welding course	6	120	92.5%	87.5%
5. Youth training: Electric course	6	120	89.2%	85.0%
6. Small & Micro enterprise training	6	611	-	-
Total	45	1,566	95.1%	80.4%

Table 2-2-6: Number of training participants and completion rate by state***

State	No. of course	No. of trainee	Completion rate	Ratio of conflict affected person
North Darfur	13	320	94.4%	76.6%
South Darfur	13	322	96.3%	73.9%
West Darfur	13	313	94.2%	89.5%
Total	39	955	95.0%	79.9%

***: Exclude Small & Micro enterprise training

Table 2-2-7: Number of target enterprises and its employees in the training course of human resource development of SMEs

State	No. of company	No. of employee		No. of apprentice	
		Total	By company	Total	By company
North Darfur	44	305	7.1	147	3.4
South Darfur	40	290	7.4	192	4.9
West Darfur	38	277	8.7	150	4.7
Total	122	872	7.6	489	4.3

● Indicator-5

Indicator	Target	Result	Achievement
Percentage of the graduates employed/started own business 6 months after the women and youth training.	70%	85%	○ <u>Achieved</u>

The employment rate of women training graduates reached 90.6% while 80.9% for youth training graduates. (Note: SMEs training is excluded from the calculation. i.e. survey conducted for 955 training participants of the women and youth trainings.) It shows the high effectiveness of pilot trainings. Since job opportunity at enterprises was very limited for women in Darfur, the start-up kit which was distributed for the women training graduates to start their own business contributed to achieving the high employment rate for them. Meanwhile, cooperation between TSS and Craftsman Union was brought forward through SMAP-II pilot training and TSS strengthened ties with local enterprises. It facilitated smooth implementation of internship program and promoted employment of youth training graduates.

● Indicator-6

Indicator	Target	Result	Achievement
Percentage of participants in the women and youth training who are considered as socially vulnerable person affected by the conflict such as loss of family, land, livestock etc.	70%	82%	○ <u>Achieved</u>

“Conflict affected” was one of the most considered selection criteria for SMAP-II trainings. Over 80% of the selected trainees (Women entrepreneurship training: 79%, youth training: 84%) were affected by conflict and experienced the loss of family members, land, livestock and property.

● Indicator-7

Indicator	Target	Result	Achievement
Percentage of women of the training participants.	30%	38%	○ <u>Achieved</u>

Among 1,566 training participants, 602 were women. Women’s participation rate reached to nearly 40% which was 10% higher than the planned value. Many of women trainees were single parent or widow who lost her husband by the conflict. In addition, Technical Secondary School paid consideration to female applicants for the vocational training for youth and allocated a certain number of seats to them at the selection of the training participants.

● Indicator-8

Indicator	Target	Result	Achievement
Self-esteem of the training participants is increased.	Yes	Yes	○ <u>Achieved</u>

The vocational trainings of SMAP-II were designed for the conflict affected trainees to regain confidence. Teaching methods to increase self-esteem such as group work, collaboration, and mutual cooperation were introduced to the trainers. Comparing scores at the starting time and completion time of the training, 246 training participants' self-esteem increased from 2.96 to 3.14. Improvement of self-esteem was observed in every pilot training course.

Table 2-2-8: Improvement of trainees' self-esteem

Timing	Overall	Women training	Youth training	SME (Apprentice training)
At beginning of training	2.96	2.93	2.94	3.11
At ending of training	3.14	3.13	3.13	3.20

Source: Survey on trainees' self-esteem by SMAP-II

● Indicator-9

Indicator	Target	Result	Achievement
Needs identification of the targeted group is done to prepare the training plan by Labour Office through SEEC.	Yes	Yes	○ <u>Achieved</u>

The training contents were developed based on the training needs survey. The training contents were reviewed and revised during the pilot training implementation period by reflecting opinions from trainers and trainees. Training on literacy education and business canvas development were added from the 3rd project year and the training curriculum for vocational training for youth was also adjusted based on the training review.

D. Project M&E sector

In Project M&E sector, all indicators set in Output-1 (1-4) are satisfied as follows;

● Indicator-1

Indicator	Target	Result	Achievement
SMOF-organized Town Meeting is held on a regular basis with clear selection criteria for the participants.	Yes	Yes	○ <u>Achieved</u>

Town meeting started in February 2017 and are planned to be held twice a year, that is 12 times in total in 3 states. As of February 2018, it was held 16 times and achieved the target (133%). Town meeting was held by SMOF first, then from 2018, SMOF instructed implementing agencies and they also held town meeting in parallel with SMOF. SMOF developed "Town Meeting Guideline" (available in Separate Volume) to assure inclusiveness of the meeting, and invited participants based on this guideline. This guideline stipulates 1) all community groups which include IDP (Internally Displaced People), disabled persons, women etc. 2) media personnel, 3) committees and societies, 4) academics, 5) CBO etc. should be invited.

● Indicator-2

Indicator	Target	Result	Achievement
Communication between state officials and target communities of pilot projects is improved by site visits.	Yes	Yes	○ <u>Achieved</u>

Basically, SMOF is responsible for project monitoring through reports submitted by implementing agencies. When some issues were found through the mid-term evaluation, SMOF proactively conducted site visits to solve the issues. During 2 years from 2017, SMOF implemented site visits 48 times (SD: 15, WD: 16, ND: 17). Regarding the communication between state officials and target communities, 99.6% mentioned it improved after the project.

● Indicator-3&4

Indicator	Target	Result	Achievement
Percentage of Quarterly Report in consideration of inclusiveness	80%	82%	○ <u>Achieved</u>
Percentage of project evaluation sheet in consideration of inclusiveness	80%	89%	○ <u>Achieved</u>

Among 98 quarterly reports which were submitted, 80 reports mentioned something related to inclusiveness (82%). Quarterly report format includes the column of inclusiveness. Women and IDP's participation in community meetings, socially vulnerable people's participation in vocational training, inclusiveness in health promotion activity etc. were reported.

Project evaluation sheet was filled 1 sheet per year since 2016. As of November 2018, 9 sheets were filled. Among them, 8 sheets (89%) mentioned inclusiveness.

2-1-2. Output-2: Training for Government Staff

Output-2: Skill and knowledge of state officials to provide improved public services in consideration of universal value are improved (Universal value to conduct public service is defined as considering equity, responsiveness, accountability, and efficiency while planning, implementing, monitoring, and evaluating the project.).

A. Health Sector

Among four indicators set in Output-2, while three of them are successfully achieved, the indicator "results of post-tests" was lower than the target. However, average post-test score was 41% higher than the average pre-test score, and the learning effect of the training course was steadily recognized. In addition, it was recognized that participants showed improvement of behaviours after training by their superior officer and Japanese experts. Therefore, it was considered that Output-2 was almost achieved. It should be noted that the fact that the pilot project was properly conducted without Japanese on-site instruction indicates that the necessary knowledge has been acquired.

● Indicator-1

Indicator	Target	Result	Achievement
Number of Trainees on Health	240 persons	317 persons	○ <u>Achieved</u>

317 persons from SMOH and its locality office received the training.

● Indicator-2

Indicator	Target	Result	Achievement
Percentage of trainees whose average post-test score improves against pre-test score	95%	83%	△ <u>Not Achieved</u>

SMAP-II conducted pre and post-tests in 7 training courses. Results of post-test were higher than the average of pre-test in all training courses (improvement rate was 41%). In terms of test results at the individual level, 83% of training participants scored higher than pre-test in post-test.

● Indicator-3

Indicator	Target	Result	Achievement
Percentage of the training participants whose behaviour change is confirmed by Third-person evaluation/Self-evaluation	70%	99%	○ <u>Achieved</u>

Self-evaluation and third-person evaluation showed improvement of all 4 aspects, namely, 1) fair behaviour, 2) behaviour considering community needs, 3) explanation to communities and 4) communication with staff inside and outside of the department.

Table 2-2-9: Behaviour changes confirmed by training participants (self-evaluation)

Category	Contents	Frequency
Implementing activities in consideration of equity and inclusiveness	Considering situation of the vulnerable (IDP, nomad, household head by woman, etc.)	38.1%
	Understanding situation through SSV	14.3%
	Provision of comprehensive services	9.5%
	Planning by involving community people, regular revision of plan	9.5%
	Distribution of medical staff in an equitable manner	9.5%
	Others	19.0%
Planning based on needs of community	Planning by involving community people	63.6%
	Understanding needs of community by establishing and strengthening CHC	9.1%
	Listening attentively to opinions of community	4.5%
	Understanding situation of community through survey	4.5%
	Identifying and addressing challenges during SSV	4.5%
	Others	13.6%
Accountability of SMOH activities	Sharing information with community people in implementation of community activities	21.1%

towards public/ community people	Sharing information with community people during SSV	21.1%
	Implementing some activities for benefiting all the communities	21.1%
	Sharing information with relevant stakeholders in meeting	10.5%
	Explaining roles of SMOH	5.3%
	Others	21.1%
Coordination and communication with relevant organizations /departments	Coordination with relevant departments within SMOH	31.8%
	Discussion and coordination with donors in a more proactive manner	27.3%
	Increasing communication with CHC	27.3%
	Holding regular meetings	22.7%
	Submitting and sharing reports	9.1%
	Others	4.5%

Source: Interviews to participants in SMAP-II trainings

● Indicator-4

Indicator	Target	Result	Achievement
Percentage of SSV to CMW (community midwife), CHW (community health worker) and CHP (community health promotor) implemented according to the plan	75%	93%	○ <u>Achieved</u>

SMOH conducted supportive supervision (SSV) 2.7 times per month per community (ND: 2.9, SD: 3.0, WD: 2.3). Frequency of community visits was set based on the activity status, however, the planned number of community visits was done steadily.

B. Water Sector

Among three indicators set in Output-2, two of them are successfully achieved. The remaining one indicator “results of post-tests” was 91% and slightly lower than the target (95%). However, average post-test score was 50% higher than the average pre-test score, and the learning effect of the training course was steadily recognized. In addition, it was observed that participants showed improvement of behaviours after training by their superior officer and Japanese experts. It was considered that Output-2 was almost achieved.

● Indicator-1

Indicator	Target	Result	Achievement
Number of Trainees on Water and Environmental Sanitation	291 persons	385 persons	○ <u>Achieved</u>

37 training courses were carried out in accordance with the training plan, and 385 SWC staff were trained in total. After training by SMAP-II, SWC conducted training for other staff. This contributed to increase the number of trainees compared to original plan. Female participation was 18.9%. In the male dominant SWC, training opportunity for female staff was prepared in consideration of certain share. Satisfaction of trainees for the training course was reported as very high. The average of the satisfaction is over 80.0 points out of 100 points.

● Indicator-2

Indicator	Target	Result	Achievement
Percentage of trainees whose average Post-test score improves against Pre-test score	95%	91%	○ <u>Almost Achieved</u>

All 21 training which conducted pre and post-tests properly improved the average score of post-tests against pre-test. Since the average score of the tests was improved from 41.9 to 63.0 after training (improvement rate 50.4%), learning effect was evident. In terms of post-test, 91.1% of the trainee improved the score in comparison with pre-test (ND: 93%, SD: 88.9%, WD: 92.9%). Although it is slightly lower than target of 95%, it almost achieved the target percentage.

● Indicator-3

Indicator	Target	Result	Achievement
Percentage of the training participants whose behaviour change is confirmed by Third-person evaluation/self-evaluation	70%	92%	○ <u>Achieved</u>

By self-evaluation of general staff and third-person evaluation of supervisory staff, behaviour change was confirmed 93.0% and 88.9% respectively. Average of the above evaluations was 91.9%. Self-evaluation in South Darfur showed 50% of 'Yes' for the improvement of water supply to socially vulnerable people. This percentage was low compared with other states and other questions. However, narrative answers mentioned that they considered socially vulnerable people well enough even before the project: Therefore, no change. Also, third-person evaluation in South Darfur showed there was no large improvement in time management.

Table 2-2-10: Behaviour change of trained SWC staff
Percentage of SWC staff who recognizes their improving behaviour compared with three years ago

Item	North Darfur	South Darfur	West Darfur	Average
Fairness and inclusiveness in routine work	100%	83.3%	100%	94.4%
Fairness in water supply service	100%	100%	100%	100%
Water supply to socially vulnerable people	100%	50.0%	100%	83.3%
Technical skill for water yard rehabilitation	100%	83.3%	100%	94.4%
(Average)	100%	79.2%	100%	93.0%

Data Source : Result of interview survey for trained SWC staff

Table 2-2-11: Evaluation by managerial staff (SWC) on behavioural of their staff

State Water Corporations, North Darfur Director General, Mr. Nasreldein Mahmoud
<ul style="list-style-type: none"> • SWC staff who obtains skills and knowledge in training has already cooperated not only with routine works of SWC but also with projects of UN agencies and NGOs. Particularly, geophysical exploration, pumping test, borehole scanning has been utilized as a very effective technical skill. • SWC staff has realized that it is very important to implement water supply projects with obtaining the consensus from communities. Condition of water supply facilities has been improved by closely communicating with community people who are beneficiaries and customers.

<p>State Water Corporations, North Darfur Director of Rural Water Department, Mr. Asil Yousif</p>
<ul style="list-style-type: none"> • Through well rehabilitation training and WASH training, not only the staff but also the awareness of community people is improved. As a result, the sanitary environment and maintenance of facilities were improved. • I have learned a lot in terms of the community base water yard O&M system in Morocco. To improve the O&M through the water committee, we put what I learned into practice at Arais village in the pilot project site. • Through participation in planning workshops and pilot projects, I began to think that the water yard rehabilitation approach like SMAP-II is very effective. Therefore, the SWC is seeking to participate in other development partners in the Water Yard Rehabilitation Plan which developed with support of SMAP-II. At the WASH Partner Meeting, we introduced the Waters Yard Rehabilitation Plan. As result, we obtained cooperation of two (2) international NGOs for five (5) water yards rehabilitation.

<p>State Water Corporations, South Darfur Director General, Mr. Idris Dabakka</p>
<ul style="list-style-type: none"> • Through practical training in pilot projects, SWC staff began to get into a habit of report writing. By the report, information on water supply facilities can be shared accurately and easily within the organization. • SWC staff who received the training are conducting activities on awareness rising to the water committees other than the target area of SMAP-II. As a result, the water committee began to address on O&M and promotion of water tariff payment, water saving and fair water distribution.

<p>State Water Corporations, West Darfur Director General, Mr. Mohamed Jamma</p>
<ul style="list-style-type: none"> • I feel that the technical level of staff has improved greatly through implementation of planning, well rehabilitation, and physical exploration training. Currently, trained staff are working very actively with responsibility. • The staff became able to work with high motivation by improving the happiness of the community people who benefited in the pilot project. • Through the SWC training centre, knowledge and skills of trained staff are shared to other staff. • SWC did not communicate with community before the project. However, by participating in training and pilot projects, SWC staff began to communicate closely with the community. As a result, the community has recognized SWC as a reliable organization. • SWC had lacked knowledge on conflict prevention. But we learned a lot from the project. From now on, I would like to disseminate the knowledge and skills on conflict prevention to government agencies other than SWC, such as Ministry of Agriculture and Animal Resources. They also have similar problems with SWC.

C. Employment Sector

Among three indicators set in Output-2, two of them are successfully achieved. The remaining one indicator “results of post-tests” was 92% and slightly lower than the target (95%). However, average post-test score was 35% higher than the average pre-test score, and the learning effect of the training course was steadily recognized. In addition, it was observed that participants showed improvement of behaviours after training by their superior officer and Japanese experts. It was

considered that Output-2 was almost achieved.

● Indicator-1

Indicator	Target	Result	Achievement
Number of Trainees on Employment and skills development	330 persons	510 persons	○ <u>Achieved</u>

Counterpart trainings were implemented successfully based on the training plan. Total 25 trainings courses are conducted and in total 512 personnel (155% against the planned number) received the trainings. The trainee's satisfaction rate of training was very high as it was 89%.

Mainly TOT and training management were the contents of the training. Due to the trades (automobile, electricity and welding), female participants were 19.9%. Increment of the training participants was due to the additional training (literacy education etc.) by curriculum revision after the 1st training as well as the supplementary training on training management methods which were considered as weak points. Therefore, this increment was appropriate.

● Indicator-2

Indicator	Target	Result	Achievement
Percentage of trainees whose average Post-test score improves against Pre-test score	95%	92%	○ <u>Almost Achieved</u>

The average score of pre-tests was 57 while the one of post-test was 77 (Improved 35%). Positive learning effect was observed. In terms of post-test, 92% of the trainee improved the score in comparison with pre-test. Although it is slightly lower than target of 95%, it is almost achieved the target percentage. Only having the result of writing test was not enough to assess the training effect since actual technical skills were critical for the implementation of vocational training. The training effect was evaluated through trainers' observation as well and it was evaluated that there was positive effect.

● Indicator-3

Indicator	Target	Result	Achievement
Percentage of the training participants whose behaviour change is confirmed by Third-person evaluation/self-evaluation	70%	95%	○ <u>Achieved</u>

Positive behaviour change was observed by 95.2% of all interviewees who conducted the self-evaluation and third person evaluation on "Behaviour Change". Common point which the third persons mentioned were 1) the pilot training was conducted based on the training plan (before SMAP-II, there was a trainer who conducted a training without any training plan or did not follow the plan), 2) the training was implemented confirming understanding of trainees and listening to trainee's opinions, 3) LD and the training providers became more conscious of trainees' employment after the completion of training. Regarding the aspect of fairness and inclusiveness in the training implementation, it was mentioned that A) the training providers selected people with special needs as the training participants, B) the trainer communicated with a deaf trainee by writing communication and C) the trainer conducted extra lessons for slow learners. Other positive behaviour changes based on the self-evaluation are shown in Table below.

Table 2-2-12: Self-evaluation on behaviour change

Types of behaviour	Appearance of change	Actual application of acquired skills and knowledge in the training implementation	Ratio
Fairness and inclusiveness	100%	Fair selection of trainees based on the set criteria	46.7%
		Consideration to various types of socially vulnerable people in the provision of training	33.3%
		Extensive announcement of information to the public	20.0%
Accountability	91.7%	Explanation of training information through radio and explanatory seminars to the public	77.8%
		Convening the explanatory seminar for training applicants	11.1%
		Invitation of trainees' family members and community people to the graduation ceremony	11.1%
Training implementation skill	95.8%	Training implementation based on the set training plan and curriculum	54.5%
		Preparation of quality trainers	9.1%
		Organising a follow-up training to acquire necessary skills	9.1%
		Arrangement of good training environment	9.1%
		Improvement of monitoring activity	9.1%
		Reinforcement of partnership with related organizations	9.1%
Coordination with Labour Office	91.7%	Opinion exchange at SEEC meetings	80.0%
		Reporting to LD, Site visit by LD	20.0%
Development of training plan	100%	Development of future training plan	100.0%
Training budget securement	91.7%	Meeting with local partners (Zakat fund, NGO and others)	62.5%
		Collection of training fees from trainees	25.0%
		Awareness toward the public needs	12.5%

D. Project M&E Sector

Among four indicators set in Output-2, three of them are successfully achieved. The remaining one “results of post-tests” was 86% and lower than the target (95%). However, average post-test score was 46% higher than the average pre-test score, and the learning effect of the training course was steadily recognized. In addition, it was observed that participants showed improvement of behaviours after training by their superior officer and Japanese experts. It was considered that Output-2 was almost achieved.

● Indicator-1

Indicator	Target	Result	Achievement
Number of Trainees on Project Management	366 persons	531 persons	○ <u>Achieved</u>

Nine kinds of training courses were conducted 29 times. In total 531 persons participated. Their satisfaction for the trainings was quite high of 82.9 points out of 100. Among them, 169 participants were women (31.8%) and achieved the target percentage of women (30%).

● Indicator-2

Indicator	Target	Result	Achievement
Percentage of trainees whose average Post-test score improves against Pre-test score	95%	86%	△ <u>Not Achieved</u>

Comparison of average scores of pre and post training tests shows a certain level of learning effectiveness. Average of pre-test score was 52.7 points while that of post-test was 76.8, improving by 45.8%. Reviewing the results of test by individual participants, percentage of trainees whose average post-test score improved against pre-test score recorded high of 85.6% (361 out of 309 trainees), however, it still didn't reach the target (95%).

● Indicator-3

Indicator	Target	Result	Achievement
Percentage of the training participants whose behaviour change is confirmed by Third-person evaluation/self-evaluation	70%	93%	○ <u>Achieved</u>

Questionnaire survey for 40 persons consisting of SMOF DG, Director, counterparts who were working for M&E activities, FGC Director, Deputy Director and counterparts revealed that 94.6% (self-evaluation) and 91.4% (third-person evaluation) confirmed behaviour change. SMAP-II staff also give positive evaluation, from the improved quality of presentation and discussion in STCs, in terms of identification of issues and proposing solutions in projects. In addition, there have been increasing ownership of SMOF on M&E activities as SMOF of each state started to facilitate STCs in tern since the 2nd quarter of 2017.

Table 2-2-13 : Ratio of positive behaviour changes of training participants

Type of behaviour	Evaluator	No of respondents	ND	SD	WD	Total
1. To become able to use M&E tools properly	Trainees	26	100%	100%	100%	100%
	Supervisors	6	100%	100%	100%	100%
2. To increase M&E for state projects compared with 3 year ago	Trainees	28	80.0%	88.9%	88.9%	92.3%
	Supervisors	6	50.0%	100%	100%	83.3%
3. To identify and solve problems of projects through M&E more than 3-year ago	Trainees	28	90.0%	100%	88.9%	92.9%
	Supervisors	6	100%	100%	100%	100%
4. To explain more state government's activities to the public compared with 3-year ago	Trainees	27	100%	100%	100%	100%
	Supervisors	6	100%	100%	100%	100%
5. To try harder to do the work in time compared with 3-year ago	Trainees	28	100%	100%	100%	100%
	Supervisors	6	50.0%	100%	100%	83.3%
6. To consider fairness and inclusiveness in work more than 3-year ago	Trainees	29	90.0%	88.9%	90.0%	89.7%
	Supervisors	5	0.0%	100%	100%	80.0%
Total	Trainees	166	93.1%	96.2%	94.5%	94.6%
	Supervisors	35	72.7%	100%	100%	91.4%

Table 2-2-14: Evaluation staff on behavioural changes by managerial staff (SMOF)

<p>State Ministry of Finance, North Darfur Director General, Mr. Motasim Mohamed Hajar</p> <ul style="list-style-type: none"> • Application on daily work, fairness has become basic in training and employing opportunities. We do that to avoid ethnicity and discrimination. • Now throughout town meetings, there has been strong linkage with the society which includes information exposure and listening to counter opinions. Through town meeting and site visits now there is a very strong relationship with the communities. The governmental staff started to utilize these tools in opening the information to the public. • They outperformed in terms of confidence and accuracy in M&E by the help of acquired set of skills and experiences. • They have gained necessary skills, networking and confidence. They reflect that in the daily performance and they master these principles in the plans and the follow-up on the line ministries plans, as general SMOF benefited from peace-building training and we apply these principles in areas like recruitment, promotion of staff, and selection of trainees, we become more serious in avoiding tribalism and nepotism. • Staff became more motivated and committed to the work and that is due to the fact that they became more aware about their responsibilities
<p>State Ministry of Finance, South Darfur Director General, Dr. Omer Abdo Haroun</p> <ul style="list-style-type: none"> • The staff become very precise in considering the fairness, and that is reflected in the plans. • Utilizing the town meeting and public forum like conferences, even me when I came from Japan, I briefed the communities on the training outcomes and the experience of Japan in local governance. • The capacity building program of SMAP-II enable SMOF to monitor and evaluated the state project in very efficient way. Now the M&E team in SDS is now supervising the state's projects for the national school games which will be hosted in NYALA, the team is fully responsible for following up the games projects like stadium, guesthouses, theatres, etc. and the team is using and applying SMAP system-site visits, formats, etc.)
<p>State Ministry of Finance, West Darfur Director General, Mr. Mohammed Ali Abuarif,</p> <ul style="list-style-type: none"> • They include these points (inclusiveness and fairness) in all the plan they make, and they also check and exchange opinions on these with other stakeholders. • The town meeting and site visits open channels of communication between the government and the communities. Through these activities the staff of SMOF disclose and open information on the current project to the communities and listen to their concerns. • The team is now very active in checking all the projects, identifying the problems and risks threatening the implementation of the projects, and they also provide ideas and suggestion not only for government but also for other actors like UNDP and UNICEF. • The team now is following up on all the state projects (monitoring and evaluation). Based on the performance the team has become more specific in the selection of the projects and mastering the scientific approach.

● Indicator-4

Indicator	Target	Result	Achievement
Percentage of quarterly reports from other implementing agencies to the SMOF, which do not miss information	80%	81%	○ <u>Achieved</u>

Among 86 Quarterly reports which were submitted by November 2018, 50 reports (58%) filled in all 4 critical items, namely, 1) Description of physical progress, 2) Financial progress, 3) Challenges and Proposed solution, 4) Recommendation for SPMC. However, most pilot activities were conducted as routine from the second round of the training/ activity. Also, most pilot activities finished at the beginning of 2018. In these cases, there was nothing to write in challenges and proposed solutions or recommendation for SPMC. Considering these reasons, it was recalculated with the data till the end of 2017. 58 out of 72 Quarterly Reports (81%) filled in 3 or 4 items above. Therefore, target was achieved.

2-1-3. Output-3: Developing Technical Manuals, Guidelines, Future Plan, etc.

Output-3: Operational Framework to provide public services considering public needs is improved through the experience of the pilot projects.

The guidelines, manuals, future plans, etc. that were planned for the activities in Output 3 were completed by February 2019 in all sectors and distributed to related organizations.

A. Health Sector

SMOH developed “Health Promotion Handbook” and “Health Promotion Plan 2019-2021” as planned. All indicators set in Output-3 are satisfied as follows;

● Indicator-1

Indicator	Target	Result	Achievement
Health Promotion Handbook is prepared and officially approved by FMOH	Yes	Yes	○ <u>Achieved</u>

Health Promotion handbook was developed by an editorial committee consisting of SMOH and FMOH etc. It was approved by both Director of Health Promotion Department of FMOH and Undersecretary of FMOH.

● Indicator-2

Indicator	Target	Result	Achievement
State Health Promotion Plan for the next three years after the completion of the project is prepared with consideration of available resources (people, goods, budget and organization)	Yes	Yes	○ <u>Achieved</u>

SMOH in 3 states already developed State Health Promotion Plan. Priority differs by state, however, basic items such as target group, target areas, roles of relevant stakeholders, implementation schedule and budget were covered. Each SMOH started budget preparation based on this plan.

B. Water Sector

SWC developed “Water Yard Rehabilitation Manual” and “Water Yard Rehabilitation Plan 2019-2021” as planned. All indicators set in Output-3 are satisfied as follows;

- Indicator-1

Indicator	Target	Result	Achievement
Water Yard Rehabilitation Manual in line with the lesson learnt and challenges is prepared and officially approved	Yes	Yes	<input type="radio"/> <u>Achieved</u>

Water Yard Rehabilitation Manual was developed and approved by Director General of DWSU. This manual was prepared with participation of SWC staff considering the practical technical methodology. In addition, approach considering conflict prevention is included in this manual (good practice on fair water use, awareness promotion materials on peaceful water use, etc.). Meanwhile, since the basic technical methodology is included as a main content, this manual can be utilized by all SWCs other than Darfur as well.

- Indicator-2

Indicator	Target	Result	Achievement
Water Yard Rehabilitation Plan for the next three years after the completion of the project is prepared with consideration of available resources (people, goods, budget and organization)	Yes	Yes	<input type="radio"/> <u>Achieved</u>

SWC in target 3 states developed Water Yard Rehabilitation Plan (rehabilitation and maintenance of 30, 14 and 16 water yards in ND, SD and WD respectively). It considered available resources and the quantity was appropriate. Furthermore, each SWCs developed the training plan for their staff. SWC staff who trained by SMAP-II have already conducted training as trainer for other staff at the SWC training centre.

C. Employment Sector

In employment sector a series of policy, guidelines and manuals are developed, and these will contribute to improve vocational training system in Darfur. All indicators set in Output-3 are satisfied as follows;

- Indicator-1

Indicator	Target	Result	Achievement
Vocational Training Operation Manual is prepared and officially approved	Yes	Yes	<input type="radio"/> <u>Achieved</u>

Manual on women entrepreneurship training, upgrade training at SMEs and refresher training for unemployed youth was developed based on the training plan, curriculum and teaching materials of SMAP-II training. Major documents are officially approved by SCVTA.

● Indicator-2

Indicator	Target	Result	Achievement
State Vocational Training Strategy is prepared and officially approved	Yes	Yes	<input type="radio"/> <u>Achieved</u>

“Darfur Vocational Training Policy & Strategy” was developed through 4 participatory workshops, attended by the SMAP-II counterparts, SMOF, State Ministry of Social Welfare, Civil Organization, Donor agencies and NGOs. Participants placed priority on the socially vulnerable ones, in particular youth to be self-dependent through vocational training, reflecting their concern for peace building. The Policy is approved at FGC and distributed back to the state government.

● Indicator-3

Indicator	Target	Result	Achievement
Vocational Training Service Plan for the next three years after the completion of the project is prepared with consideration of available resources (people, goods, budget and organization)	Yes	Yes	<input type="radio"/> <u>Achieved</u>

Labour Department, Women Union, Craftsman Union in each state developed their vocational training plans. Each training responded to the above Darfur Vocational Training Policy and Strategy. It also considered whether usage of equipment and manual provided by SMAP-II and its contents were appropriate.

● Indicator-4

Indicator	Target	Result	Achievement
Guideline of apprenticeship is prepared and officially approved	Yes	Yes	<input type="radio"/> <u>Achieved</u>

Apprenticeship Guideline was approved by SCVTA and disseminated through pilot activities (contract rate of apprenticeship was 92% in the second batch of training). Also, SCVTA has intention to disseminate this guideline nationwide and it was already approved by technical committee of SCVTA.

In addition to the products mentioned in indicators, followings also contributed to enhancing vocational training in Darfur;

- State Employment and Entrepreneurship Promotion Committee (SEEC) is established. Concept of SEEC was agreed in the first STC and approved in each state at the SMOF. SEEC members meet periodically to manage and coordinate the vocational training service in the 3 States. Currently SEEC is promoting to establish State Council for Vocational Training and Apprenticeship in the 3 Darfur states.
- “Human Resource Development Pioneering Firm Certification Guideline” developed by SMAP-II is used as promotion tool for workplace-based training at SMEs. The guideline is approved by SCVTA. The pilot activities and the guideline are appreciated by the Federal Craftsman union, and currently under discussion with SCVTA for scaling up the guideline implementation.

D. Project M&E Sector

SMOF achieved the improvement of M&E systems through development of manuals and guidelines including the product set as indicator of Output-3.

- Indicator-1

Indicator	Target	Result	Achievement
Recommendation to State M&E system is prepared	Yes	Yes	○ <u>Achieved</u>

Current status of M&E system was surveyed, and points need to be improved were suggested. Based on these, State M&E Guideline was developed. It was approved by Minister of SMOF in 3 states and already printed and distributed. Setting out M&E method and procedure in State M&E Guideline has a great significance. This Guideline was jointly developed by counterparts and SMAP-II to be more practical. This Guideline also reflects peacebuilding perspective such as considering fairness and inclusiveness in M&E activities.

In addition, SMOH introduced the following systems that contribute smoother operation of public services;

- Formation of SMOF M&E Committee: M&E of public services, which is a part of the activities of SMOF Planning Directorate, was not functioning well. Formation of M&E Committee served for implementation of M&E in more efficient and effective way.
- Introduction of Town Meeting: A new attempt, introduction of Town Meeting, has been made with the Town Meeting Guideline developed by SMAP-II.
- Development of Local Component Rule and Procedure with Standard Formats: Application and disbursement procedures of local component (state project budget) was clarified by introduction of Local Component Rule and Procedure with Standard Formats. This enabled SMOF to make a decision of disbursement of local component, comparing the content of project activities and its budget. This also makes it easier for budget applicants (implementing agencies) to make application procedures more efficiently and increase the possibility of budget acquisition.

2-2. Project Purpose and Indicators

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

A. Health Sector

In health sector, all indicators set in project purpose are satisfied as follows;

- Indicator-1

Indicator	Target	Result	Achievement
Public trust of the state government from the people at the pilot project sites is increased	Yes	Yes	○ <u>Achieved</u>
A. Average score of community representatives on improvement of relationship between state government and community is more than 3 out of 4.	More than 3	3.1	○ <u>Achieved</u>

B. Average score of community representatives on fairness and inclusiveness of public service is more than 3 out of 4.	More than 3	3.0	<input type="radio"/> <u>Achieved</u>
C. Average score of community representatives on communication between state ministries and community is more than 3 out of 4.	More than 3	3.0	<input type="radio"/> <u>Achieved</u>

It is considered that trust to health service and SMOH is increased, because following 3 key targets (A to C) for public trust are satisfied through the pilot project.

In addition, it is assumed that the trust is improved through equitable and accountable selection of the target communities, implementation of SSV as per plan, joint planning and implementation of community action plan and so on. In addition to that community people acknowledge inclusiveness of health services, community people also implement activities in an inclusive way, such as health education to conflict-affected people, financial support to the poor for medical treatment, and so on. This is assumed as results that SMOH train and supervise CHC and CHPs in consideration of inclusiveness.

Community representatives evaluated using 4 grades (1: Strongly disagree ~ 4: Strongly agree) on whether they were willing to consult with SMOH on health issues. The average score of 15 communities was 3.07 and each state also reached the target (ND: 3.0, SD: 3.2, WD: 3.0). This survey was conducted by a retrospective interview. According to it, the evaluation at the beginning of the project (3-year ago) was 2.4 in average. Therefore, there was an improvement.

Community representatives evaluated using 4 grades (1: Strongly disagree ~ 4: Strongly agree) on whether services of SMOH were fairly provided and accessible for socially vulnerable people or not. The average of 15 communities was 3.0 (2.97) and slightly lower than the target. However, it was 2.27 at the beginning of the project (3-year ago). Therefore, it can be considered as achieved.

Community representatives evaluated using 4 grades (1: Strongly disagree ~ 4: Strongly agree) on whether SMOH responded to community needs. The average of 15 communities was 3.0 and improved from 2.27 during the last 3-year.

● Indicator-2

Indicator	Target	Result	Achievement
Households bring children to health facilities at pilot communities when children have either diarrhoea, fever or difficult breathing	Yes	Yes	<input type="radio"/> <u>Achieved</u>

When the project started 3-year ago, 86.7% of target communities valued traditional healthcare more than health facilities. However, currently, all communities prefer taking children to health facilities.

● Indicator-3

Indicator	Target	Result	Achievement
Satisfaction of Agricultural Farmers, Livestock Farmers, Head of Household by Woman, IDP towards public service provided by SMOH is improved	Yes	Yes	<input type="radio"/> <u>Achieved</u>

Satisfaction towards service on malaria/ diarrhoea, maternal and child health and health education provided by SMOH was evaluated using 4 grades (1: Dissatisfied ~ 4: Greatly satisfied). The

average of target 15 communities was 3.02 which improved from 2.04 3-year ago. There was no difference among community groups.

● Indicator-4

Indicator	Target	Result	Achievement
SMOH regular meeting is held to monitor implementation of planned activities and to take countermeasures for identified problems	Yes	Yes	○ <u>Achieved</u>

SMOH held regular meetings 1.8 times per month in SD and 0.8 times per month in WD.

● Indicator-5

Indicator	Target	Result	Achievement
Children under 5 sleep under the Insecticide-Treated Net.	Yes	Yes	○ <u>Achieved</u>

According to focus group discussion, 13 out of 15 target communities (80%) confirmed the utilization rate of mosquito nets increased. Also, SMOH distributed mosquito nets.

B. Water Sector

The following is the level of achievement of the purpose in the water sector as of February 2019. At this point, the water yard construction pilot project is not complete. Therefore, the achievement of project purpose on the water sector is evaluated from the achievement of the water yard rehabilitation pilot project in Output 1 and the achievement of Output 2 and 3.

The evaluation of the pilot project of new water yard construction completed in October 2020 suggests that the project purpose was achieved on the water sector (refer to the Additional Document at the end of this report for details).

● Indicator-1

Indicator	Target	Result	Achievement
Public trust of the state government from the people at the pilot project sites is increased	Yes	Yes	○ <u>Achieved</u>
A. Average score of community representatives on improvement of relationship between state government and community is more than 3 out of 4.	More than 3	3.7	○ <u>Achieved</u>
B. Average score of community representatives on fairness and inclusiveness of public service is more than 3 out of 4.	More than 3	3.4	○ <u>Achieved</u>
C. Average score of community representatives on communication between state ministries and community is more than 3 out of 4.	More than 3	3.4	○ <u>Achieved</u>

It is considered that trust to water service and SWC is increased, because following 3 key targets (A to C) for public trust are satisfied in through the Pilot project.

Community representatives evaluated using 4 grades (1: Strongly disagree ~ 4: Strongly agree) on whether they became more willing to consult with SWC on water supply issues compared with 3-year ago. The average of 3 states was 3.74 and all states exceeded the target (ND: 4.0, SD: 3.5,

WD: 3.7).

SWC and each community exchanged a memorandum in which each role for maintenance and management of water yards was stipulated. Such clarification of responsibility was the base of their relationship.

Regarding the question on improvement of fairness and inclusiveness, the average of 3 states was 3.74 and all states exceeded the target (ND: 3.6, SD: 3.3, WD: 3.5).

In terms of the question about the increment of opportunities to share ideas with state government officers compared with 3-year ago, the average of 3 states was 3.40. All states exceeded the target (ND: 3.7, SD: 3.2, WD: 3.4).

● Indicator-2

Indicator	Target	Result	Achievement
Percentage of community people who prefer using water yards than unimproved water resources (such as hand-dug wells and reservoirs (Hafir)) is improved.	80%	100%	○ <u>Achieved</u>

All target communities (100%) in 3 states responded they preferred using water yards, therefore, target was achieved.

● Indicator-3

Indicator	Target	Result	Achievement
Satisfaction of Agricultural Farmers, Livestock Farmers, Head of Household by Woman, IDP towards public service provided by SWC is improved	Yes	Yes (100%)	○ <u>Achieved</u>

Satisfaction on 1) amount of water supply, 2) operation and maintenance of facility, 3) hygienic environment of facility improved in all communities in 3 states. There was no difference among community groups.

Community people's needs for water supply services are concentrated in increasing water supply and convenience (reduction of waiting time· mitigation of congestion· safety = children and women in particular). These are largely improved according to project outputs. Therefore, it is evaluated as SWCs satisfy the needs of community people through pilot projects (100% of community representatives are satisfied)

According to the results of the baseline survey, mid-term survey and the end-line survey, everyone is free to use the water yard in target communities. As mentioned above, various groups including socially vulnerable people satisfy for water supply service. Moreover, since different types of the resident's group participate in the water committee, it can be evaluated that fairness and inclusiveness are ensured.

● Indicator-4

Indicator	Target	Result	Achievement
Water yard rehabilitation reports of all target sites are properly prepared by SWCs	80%	87.9%	○ <u>Achieved</u>

As of November 2018, water yard rehabilitation reports for 29 out of 33 water yards were prepared.

- Indicator-5

Indicator	Target	Result	Achievement
Percentage of new/rehabilitated water yards which scored 80% or more at facility survey (More than 70% of water yards exceeded 80% score in evaluation)	70%	90%	○ <u>Achieved</u>

Status of the facility and hygienic environment of rehabilitated water yards were evaluated considering 19 aspects (full score was 100). For the whole of 3 states, 90% water yards exceeded 80%. In ND and WD, all water yards exceeded 80%. However, in SD, water yards passing the targeted 80% were only 62.5%.

C. Employment Sector

All indicators set in Project purpose are satisfied as follows;

- Indicator-1

Indicator	Target	Result	Achievement
Average Training Satisfaction Evaluation Score of the participants of women training and youth training exceed 4 out of 5	More than 4	4.4	○ <u>Achieved</u>

Average training satisfaction evaluation score of the participants was 4.4 and very high (1: Greatly dissatisfied ~ 5: Greatly satisfied) (women training: 4.4, youth training 4.4). Also, all training courses marked more than 4 of satisfaction grade.

- Indicator-2

Indicator	Target	Result	Achievement
Average Pilot Project Satisfaction Evaluation Score of the small-scale business owner exceed 4 out of 5	More than 4	4.6	○ <u>Achieved</u>

Average Pilot Project Satisfaction Evaluation Score of the small business owner (grades are the same as above) was 4.6 and very high. All 6 training courses in 3 states marked more than 4.

- Indicator-3

Indicator	Target	Result	Achievement
Labour Office holds SEEC (State Employment and Entrepreneurship Promotion Committee) meeting at least once a month	Yes	Yes	○ <u>Achieved</u>

Since the activity started in 2016, SEEC meetings were held 128 times in 3 states (in average, 1.2 times/ month).

- Indicator-4

Indicator	Target	Result	Achievement
Percentage of targeted Small-scale enterprises which sign apprenticeship contract	80%	92%	○ <u>Achieved</u>

Among the second batch SME training which fully introduced the use of apprenticeship guideline, 55 out of 60 target enterprises (92%) signed apprenticeships contract (ND: 81%, SD: 100%, WD: 94%).

D. Project M&E Sector

All indicators set in Project purpose are satisfied as follows;

● Indicator-1

Indicator	Target	Result	Achievement
Submission rate of Monthly/Quarterly Report from line ministries to SMOF within 2 weeks from the due date	80%	83%	○ <u>Achieved</u>

Submission rate of Monthly/Quarterly Report within 2 weeks from the due date was 83% as of November 2018 (Monthly Report: 85%, Quarterly Report: 80%). Regular report development and submission became almost routine.

● Indicator-2

Indicator	Target	Result	Achievement
Percentage of feedback on the Monthly/Quarterly Report from SMOF to other line ministries	80%	100%	○ <u>Achieved</u>

All Monthly/Quarterly Report were fed back from SMOF to implementing agencies (100%).

3. History of PDM Modification

After PDM-0 version (Project Design Matrix) was agreed with Sudan side on December 10, 2014, during the project period, PDM was revised twice. Major changes are review of indicators, with no change in outputs and goals. The major changes are outlined as shown in the table below (see revised PDM and minutes of meeting for attached documents). At these modifications, contents of changes were examined technically by STC of each sector, approved by JCC and endorsed by JICA and FGC.

Table 2-3-1: Major modification of PDM

Version	Time revised	Major changes	Reasons
PDM-1	27 February 2017 (Approved by 3 rd JCC)	Reviewing indicators, setting numerical target, Updating activity contents	<ul style="list-style-type: none"> Numerical targets were set based on the results of baseline survey (in the 0 version, some numerical targets have not been set). Some indicators have been revised since they are inconsistent with goals and outputs. At the start of the project, the detail of the pilot project was not decided, and the content of the activity was updated with confirmation of the pilot project.
PDM-2	02 December 2018 (Approved by 5 th JCC)	Reviewing indicators and its survey method	<ul style="list-style-type: none"> As a result of the mid-term evaluation survey in 2017, it was found that still some indicators were not concrete so that some indicators were not able to obtain accurate information, so the indicators were clarified.

			<ul style="list-style-type: none"> • Remote operation has a big restriction on data collection. For this reason, also considering the cost effectiveness of the survey, the project changed the survey method from sample survey to focus group discussion with some indicators. Then some targets of indicators were revised accordingly.
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4. Others

4-1. Results of Environmental and Social Considerations

According to the JICA standard, SMAP-II is classified as a project of “category-C (no negative impact)” in environmental concern. During the project, no negative impact was observed.

Regarding to the social aspect, SMAP-II considers the balances of tribal groups in provision of public services. Characteristics of tribal relations were grasped by PNA and the project took care that activities does not cause the problems among tribes.

4-2. Results of Considerations on Gender/Peace Building/Poverty Reduction

A. Gender

Women's power is indispensable for peacebuilding. In this sense, SMAP-II highly considers the empowerment of women mainly on following four points.

- Gender equity in project activities

SMAP-II set the target that participation rate should be more than 30% in project activities. Participation rate was monitored based on 25 items and the project achieved the ratio of 35%. The project also conducted monitoring of the activities based on UN Security Council Resolution 1325 (women, peace and security) and SDG2030 agenda (No5 gender equity).

- Participation of women in decision making

SMAP-II secured the participation of female population as committee members to the health committee and water committee, which is an important decision-making body of the community (all 52 communities).

- Economic empowerment of women

SMAP-II conducted vocational training for women, especially single mothers and widows. This training was provided by women’s union which is specialist of women and their welfare. They covered the training subject not only business skill, but also literacy, life skills and gender with support of SMAP-II. As a result, 92% of the graduates started their business and earn income. They are investing income in family health and education and therefore contributing to poverty reduction.

- Gender Education

SMAP-II has conducted various training, lectures and seminars on peacebuilding mainly for state government officers (total 794 persons participated). These trainings include gender equity as an important factor of peace and reconstruction.

B. Peacebuilding

Because SMAP-II is peacebuilding project, the project is thoroughly operated based on peacebuilding concepts considering the results of PNA (Peacebuilding Needs and Impact Assessment) and other international standards such as CHS (Core Humanitarian Standard).

C. Poverty Reduction

Vocational training under employment sector is highly considered to the needs of vulnerable, especially conflict affected people and people in poverty (over 80% of trainees were these people) under the objective to avoid a poverty triggered by conflict. Also, in other sectors, inclusiveness is a keyword of the project, and fair public services to the poor, vulnerable and IDP were secured.

III. RESULTS OF JOINT REVIEW

1. Results of Review based on DAC Evaluation Criteria

This section describes the results of DAC evaluation based on a series of evaluation workshops held in 2019 with counterparts and federal ministries that supervise each sector.

A. Relevance

The relevance of the project is “high” in terms of relevance of objectives and relevance of design and approaches. The project also reflected the development need of the country and people.

(1) Consistency with development policy

Objectives of SMAP-II are consistent with the Sudan’s current development priorities and with current Japanese assistance policy. Peace and stability are regarded as prerequisite for socioeconomic development in the Twenty-Five Year National Strategy 2007-2031. It says “Peace is an affirmed government strategy. It is an ultimate goal and a lofty policy.” This concept of peace is consistent with other strategic documents, such as the Sudan Interim Poverty Reduction Strategy Paper (I-PRSP), Five Year Programme for Economic Reform 2015-2019, etc. The objective of SMAP-II is aligned with the Japanese government’s country assistance policy for Sudan, and it remains relevant to the latest one (May 2018): The policy considers the reconstruction and consolidation of peace in the conflict-affected area as highly important goal.

The objectives and activities of each sector are still consistent with the national strategies since ex-ante evaluation. In health sector, SMAP-II focused on improvement of access to comprehensive health care services, health promotion, community participation and this consistent with National Health Sector Policy 2017-2030 and National Health Sector Strategic Plan 2017-2020, Darfur Development Strategy, I-PRSP, etc. In particular, National Health Sector Strategic Plan 2017-2020 emphasize the value of health promotion as an element that has an influence on the "determinants" in health improvement. In water sector, its objective of supplying safe water is clearly consistent with the Water Supply and Environmental Sanitation Policy (2010) that states to increase safety water supply 90 liters/day/ person by 2031.

Objectives of employment sector also consistent with the Twenty-Five Year National Strategy 2007-2031. Within this strategy, Labour strategy set a goal as “To provide skilful labourers and highly trained labour force through expansion in the general and private vocational training centres” as well as social integration of women. SMAP-II focused on the training of SMEs, unemployed youth and women, and objectives of these training is consistent with the strategic objectives of Darfur Vocational Training Policy and Strategy (2018), namely, 1) Encourage the enterprises to fulfil their responsibilities for training workers in their employment, 2) Promote effective training for unemployed and underemployed person finding employment, and 4) Increase participation of the vulnerable group in vocational training including women.

(2) Consistency with development needs

The project is appropriately responding to the development needs. Poverty and inequality of living standards are important factors underlying the conflict. Improvement of quality of life and livelihood, supported by SMAP-II, is vital for conflict prevention. In this sense, Darfur region must be deemed to be priority of poverty reduction. According to the National Baseline Household Budget Survey 2014-2015, poverty incident in the region is 54.7%, while 36.1% of national average. 32% of total number of poor in Sudan are in Darfur, while the population share is 22%.

Health situation in Darfur is inferior compared to the Sudan average. According to the health

household survey (2006), Darfur usually scores in the worst 3 in 25 health indicators among all the states in Sudan. For example, the maternal mortality rate per 100,000 births (2010) is much higher than that of Sudan national average 216, compared with North Darfur 280, South Darfur 335, and Darfur 332. In terms of the needs of population at the community level, the pilot project provided services that directly reflect the situation of the residents, such as malaria and diarrhoea, and improvement of health facilities, based on the results of baseline surveys and community meetings. The access rate to safe water in Darfur (2010) is worse than other states. In particular, in the rural water supply targeted by SMAP-II, are the lowest level in the country as 43.7% in North Darfur, 41.2% in South Darfur, and 37.8% in West Darfur, while national average is 56.8%. According to the state water and sanitation five-year plan (2011-2016) in each state, the per capita water use in Darfur range from 6.5 to 12.2L/day/person, which is much lower (almost half) from the national average 24L. In terms of peacebuilding, the dispute over limited water resources has often caused unnecessary problems, between nomads and community members.

Currently, unemployment, especially youth unemployed is the most serious issue in Sudan in terms of poverty reduction and social stability. According to Sudan Labour Force Survey (2011), unemployment rate of youth (15-24) is 33.8% (males: 22.2%, females: 57.9%) and it is estimated that Darfur have over 500,000 unemployed. Unemployment creates idleness and fuels frustration and discontent, particularly among youth, and it can also generate social tensions that precipitate civil unrest, violence, and illegal activities. Vocational training is one of the important tools to provide employment opportunity for unemployed. For the public sector, institutional reforms and human resources development with focus on the efficiency and effectiveness are essential for positive contributions of public service to socio-economic progress. Other than these sector specific challenges, ineffective public service management is one of the serious concerns for decision makers in the government. Currently, monitoring and evaluation of public services is not functioning, and its performance and efficiency cannot be evaluated. Strengthening M & E is a prerequisite to tackle improving public services.

(3) Appropriateness of project plan and approach

Project design and approach are appropriate for the following reasons.

- Clearly designed project framework

The hierarchy of project objectives, super goal, overall goal and project purpose are clear in connection and flow, and three expected outputs are consistent with these objectives. The causal chain between inputs (e.g., pilot projects, training, development of manuals, etc.), and outputs (e.g., institutional capacity development of the state government) was clear. Also with regard to PDM, during the project period, whenever there was a situation, which the configuration of indicators that did not fit into theory and some indicators agreed in R/D cannot be obtained nor measurable for the achievement level sufficiently, in SMAP-II, the contents of these indicators were revised promptly. Revision of PDM are discussed formally with counterparts through STC, SPMC and JCC and its decisions were recorded in the M/M appropriately.

- Installation of M&E system

The project's M&E framework was clearly designed and implemented functionally for the project period. Planned and coordinated communication system, such as STC, SPMC and M&E committee contributed smooth operation of the project, even project was operated by remote control from Khartoum.

- Implementation structure

At the time of initial planning of the pilot projects, SMAP-II established implementation structures in each sector that composed of management team, implementation team and M&E team. Each implementation agency had the core members in the teams for its entire duration, from preparation to closing, guaranteeing strong continuity throughout implementation.

- Considerations on conflict in all activities

The project is planned and managed reflecting the results of PNA. SMAP-II created project-PNAs at an early stage and updated at mid-term. As a result of understanding the factors of conflict and reflecting it in the project activity, it became possible to examine the possibility of conflict prevention from a wider viewpoint. The impact of the project on conflict was monitored quarterly as planned and no negative impacts were observed. Similarly, the motivation of the counterparts, which is an absolute element of project operation under remote control conditions, was also monitored and kept high throughout the project.

- Selection of target area (states)

The target area of SMAP-II is 3 out of 5 Darfur states. The target areas of North, South and West Darfur have not changed since Phase-1. The East Darfur State was formed in 2012 from the land that was part of the South Darfur State, and the Central Darfur State was similarly separated from the West Darfur State. A detailed planning study prior to SMAP-II found that the two new states were inadequate in terms of facility equipment, personnel, and administrative systems, making it difficult to carry out the same activities as the other three states. The findings of the study were discussed at a meeting of government officials from the five Darfur states, and participants agreed that SMAP-II would cover three states. In addition, after the start of SMAP-II, in order to contribute to the capacity building of officials in these two states, the project invited them to STC to share experiences with counterparts of other three states and also provided opportunities for training programs. In this way, it is considered that the target area was properly selected from the viewpoint of ensuring transparency and cares for the two states that were not selected.

- Selection of target communities and beneficiary group

The target communities for the pilot project and beneficiaries for vocational training were all selected by clear selection criteria and processes. The contents of the pilot project were well explained to the beneficiaries, and there were no problems among the residents regarding the selection results.

- Design of the project schedule

The project estimated the time required in consideration with the complex contexts of Darfur. Assuming that the pilot project will be delayed, the pilot project is scheduled to end in the third year, and the fourth year was reserved as a spare period for delay. In the end, most of pilot projects were delayed slightly yet completed within the project period. However, in the case of water yard construction contracting out to a local private contractor, the project could not have assumed the worst case that the problem cannot be solved easily at a distant location under the remote control. It is essential to accumulate this kind of experience and knowledge related to project management by remote control for the future.

B. Effectiveness

The effectiveness of the project purpose is rated as relatively “high”, as it achieves most of its indicators.

Overall, through coordinated activities in three project outputs, SMAP-II was successful in meeting its project purpose “Public services considering public needs are inclusively provided in pilot projects area and institutional capacity of the State Governments in the provision of public services is strengthened”.

(1) Satisfaction of residents to the public services and public trust

The SMOH, SWC and training providers provided services that considered the needs and inclusiveness of the citizens, and their satisfaction on the services was improved, thereby relationship between the citizens and the state government was improved. Project M&E by the

SMOF contributed to securing the quality of these services.

However, in the water sector, due to the delay in the construction of water yards, the effects cannot be confirmed at present, so it cannot be said that the project purpose has been completely achieved.

- Health and water services

Both SMOH and SWC provided services on a community basis, focusing on the improvement of the trust of community. As a result, their services succeeded to satisfy the community resident, and trust to the SMOH and SWC was improved. According to the end-line evaluation survey, more than 90% of target communities answered "improved" or "greatly improved" in the three key indicators that is "relation" and "communication with implementing agency", "fairness of service". For the improvement of the trust, it is considered that following project activities have contributed.

- At the beginning of the project, both agencies explained the contents of the project including site selection process to the residents. The services offered in the pilot projects are not only responding to the needs of the people, but also the residents well understood and accepted the service contents.
- The service was provided fairly and inclusively throughout the project period. At beginning, both agencies confirmed with community who face the difficulty to access to the service in the community. For example, health promoters provided health education selectively to the poor families, IDP, and nomad groups. The Water Committee also exempted the water charges of the poor.
- Both organisations provided quality service and residents felt the benefit from the service. Rehabilitation service for water yard has made visible results that the amount of water supply has increased, and congestion has been alleviated. Health education also brought health behaviour changes of the people.
- In the pilot projects, both agencies encouraged the communities, in order to lay the foundation for self-sustaining development, community residents are not only passive beneficiaries but are responsible for group operation and bear the cost of activities. The participation of the community in the pilot project not only improved the economic efficiency but also contributed to the improvement of the relationship between the implementing agency and the community as the understanding of both parties increased through cooperation.
- Both agencies also worked to improve accountability. They have been reporting to the site selection process and the progress of the pilot projects through the community meeting and town meeting. Residents place importance on the fairness of the process as well as the outcome of the service. Ensuring project transparency also helped to improve trust.

- Vocational training services

The TSS and women's unions provided training focused on unemployed and women, especially who were affected by conflict. The trainee showed high satisfaction (89%) with the training based on the trainee's needs and characteristics, which led to a high employment rate (85%). The training provided by the craftsman union has been effective in increasing the profitability of target companies and creating new jobs by providing skills and business training to member companies. In addition, the three training providers conducted the training almost as planned schedule. From these facts, it is considered that the capacity of the training providers has been enhanced to a certain level in understanding of training contents, teaching skills and training management ability.

- Project M&E

Under the situation that public project M&E system is not functioning in Sudan, SMAP-II introduced a new system at SMOF, which worked during the project. SMOF has monitored the pilot project across the sectors and contributed indirectly to the achievement of project objectives.

The poor management system of the project identified in Phase-I was largely improved and avoided the project risk by functional monitoring of SMOF.

In the new M&E system, monitoring of the project is conducted by SMOF checking the periodic report submitted by the implementing agencies. The report submission rate is currently almost 100%. The report format includes items of fairness and inclusion and is consistent with the purpose of SMAP-II. When SMOF discovers problems through reviewing the reports and SPMC, SMOF inspects the project site, and the number of these site visit is exceeded 60 in 3 states during the project period. For example, in the health sector, when problems were identified in the use of delivered health equipment, SMOF had discussions with community about the solution of problem separately from SMOH, and the result was reported to SMOH to ensure the improvement. A similar response was observed for the problem of water yard construction. These M&E activities are conducted by the SMOF independently by now, which indicates that the capacity of the SMOF have improved sufficiently.

(2) Professional development of government staff

Although the indicator of Output 2 that is result of paper test in the training course has not been achieved, overall, it is consider that staff of the implementing agency have acquired the knowledge and skills necessary to provide the target service. This can be proved from the fact that the pilot projects have been implemented without the on-site instruction by Japanese experts, and they achieved the outputs.

It is considered that two elements contributed to this result. First, at the starting of the project, SMAP-II developed 3-years training programme reflecting needs of the staff of implementing agencies and the trainings were carried out properly according to the plan. The contents and timing were reviewed at quarterly organized STC according to the progress of the pilot project.

Second, the training was consistent with the contents of the pilot project. SMAP-II's training corresponds to each work item of the pilot project. For example, in the case of water yard rehabilitation, SMAP-II first conduct training on designing and cost estimation, and then actually procure the materials. Next, SMAP-II conduct geographical survey training and SWC will do it, after practical training, SWC started rehabilitation, and so. Due to the combined effect of training course and pilot projects as an OJT, the implementing agencies are more effectively equipped with the necessary skills to provide each public service.

(3) Organisational knowledge

In all sectors, expected manuals and future plans have been prepared and ready to use. The implementing agencies did not document the know-how related to the implementation of the service before SMAP-II experience. In this regard, the various manuals developed in SMAP-II contribute to the enhancement of organizational knowledge. These manuals include equity and inclusion and other considerations of conflict effects, which are consistent with the project objectives. In addition, these manuals are realistic, focusing on introducing good practices of target services rather than theory, in accordance with the capabilities of the implementing agencies.

The manual is prepared based on the lessons of the pilot project. The reason that made this work possible is that SMAP-II has regularly checked lessons through regular meetings such as the STC. In addition, the manual reflects lessons from outside the pilot project. This is due to the fact that SMAP-II has maintained good relationships with other aid agencies and JICA's projects throughout the project period. For example, at the editorial meeting of health promotion handbook, UN, NGO and universities participated and provided information possessed by each organization. Similarly, in the editing of the water yard rehabilitation manual, SWCs from 16 out of 18 provinces participated and reviewed the contents.

C. Efficiency

In the overall evaluation of the four sectors, Efficiency is “relatively high”, because the project has produced results more than planned within the budget. The reason for saying "relatively" is that the water yard construction work could not be completed on time.

(1) Number of beneficiaries for input costs

The pilot project was executed within the initial budget (SDG 18,551,857). While, number of beneficiaries are expected to increase from the original plan of 187,577 people to 239,860 in the end in 2020 (128%).

In the water sector, number of beneficiaries has increased from 119,759 in the original plan to 154,045 people (increase rate of 29%). This is because after the rehabilitation of water yard, the amount of pumped water (water supply capacity) has been increased. In addition, through the collaboration with SMOH, SWC repaired 33 hand pumps, and as a result 8,250 people benefited. This figure does not include three unconstructed water yards, and it is estimated that when these constructions are completed, the number of beneficiaries will be 171,166 (143% of original plan).

In the employment sector, after completion of the pilot project, training providers provided training courses independently, and at least 690 new beneficiaries have been reached by the end of the SMAP. As a result, beneficiaries increased by 63.5% comparing to the original plan.

(2) Number of trained government staff for input cost

Similar to the pilot project, component of government staff training were also improved in efficiency. The training cost was estimated at SDG 4,018,743, and thereafter it did not increase. On the other hand, number of trainees increased to 1,961 from 1,419 in the original plan. As a result, unit cost of training dropped from SDG 2,832/person to SDG 2,049/person and was reduced by 28%. One of the reasons is due to the fact that SWC conducted training independently using trainers trained by SMAP-II. Provision of free training by private enterprises in employment sector and cost reduction efforts also contributed to improve the efficiency of training.

(3) Time efficiency

The pilot project of water yard construction is taking almost double the estimated time to complete and required an extension of the project period. This excessive delay account largely on the lack of management capacity of the local contractor whom the project contracted for the water yard construction. In addition, various external factors prolonged problem solving, as described in the section "Results of the Project Risk Management". Under the condition of remote control, Japanese experts cannot provide guidance on problem solving on site. This is also an important factor that made early solution difficult.

(4) Outputs for human resources input

In project activities, dispatch of experts, employment of national staff and allocation of counterparts were appropriate and fully utilized. Although SMAP-II is remote control, Japanese experts and counterparts on the Sudan side communicated closely and have a very good relationship. As a result, although one-third of core members of counterparts resigned, it did not cause delay to the project.

(5) Quality of public services (pilot projects) for input cost

Various types of partnerships have improved the quality of service without cost and largely contributed to increase the efficiency of SMAP-II. These are as shown in table below.

Table 3-1-1: Partnership that contributed to increase efficiency of SMAP-II

Sector	Partner	Contribution
Health	UNICEF	<ul style="list-style-type: none"> • Providing IEC materials for health promotion, which was used in health education in the Pilot Project (3 states, 2016). • Providing midwifery kits and imbue bags for community midwives in the SMAP-II target communities (ND, 2016) • Providing mosquito nets and children’s kits through Alshofaa ALsoghar Program (WD, 2017-18). • Financial support for SMAP-II workshop participants (transportation, accommodation and per diem for the staff of SMOH, Central Darfur to attend the experience sharing workshop for locality health system strengthening held in WD, 2018).
	UNFPA	Providing 1,500 sets of clean delivery kits for community midwives in the target communities (3 states, 2017).
	Medical Supply Fund	<ul style="list-style-type: none"> • Providing family planning methods (tablets), mosquito nets and under five drugs in target communities (ND, 2017-18). • Providing basic drugs to the target communities (SD, 2017-18).
	Health Insurance Fund	Supporting for enrolment of Serba and Beersaliba communities in the health insurance services and construction of new health centres (WD, 2018-19)
	Youth union, Women’s union, agriculture union	Local associations in target communities support health education activity through providing in kinds for health promoters (3 states, 2016-18).
	SWC	Responding to the request from SMOH and communities, SWC provide technical assistant in repairing of hand-pump and repaired 33 pumps (3 states, 2017-18).
Water	UNOPS	UNOPS’s project “Emergency Intervention to Access to Water in Five Darfur States” constructed three water yards in target community of health sector.
	SWC in other states, etc.	<ul style="list-style-type: none"> • SWC in Sinnar, Gedarif, Hawat provided free training for the staff of SWC in Darfur (3 states, 2017). • Same types of training services were provided by private company SUTRAC in procurement and maintenance of equipment (3 states, 2016).
Employment	Private enterprises, Federal Employers Union	<ul style="list-style-type: none"> • Large scale enterprises, such as DAL group, GIAD provided free training for the instructors of training providers. This contributed to reducing training costs. • Same types of services were provided by Federal Employers Union
	Local fund, Zakat Fund, etc.	<ul style="list-style-type: none"> • Zakat Fund have provided goods and finance that was required for start business to graduates of women’s training (3 states, 2017-18). • Same types of supports were also provided by National Congress Party and individual politician.

		<ul style="list-style-type: none"> • Local fund, such as Zakat fund, Saving Bank, Youth Institution for Microfinance financed at least SDG 5,090,000 for implementation of vocational training, and supports of graduates and enterprises after the pilot projects (3 state, 2018-19).
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D. Impact

At present, the impact of the project is rated as relatively “high”. There are some good signs to achieve overall goal and also SMAP-II brought various ripple effects other than the overall goal. On the other hand, current political unrest might be an obstacle to achieving the overall goal from various aspects.

The prospect of achieving the Overall Goal and its risks are described in detail in “IV. 1 Prospects to Achieve Overall Goal”.

(1) Prospects to achieve overall goal

In order to achieve the overall goal of the project, it is necessary to maintain the trust at the current target communities and expand services using the results of SMAP-II.

One of the positive signs to maintain the trust is communication established in SMAP-II. This communication is not unilateral from the state government to the community, but is bi-directional, allowing residents to consult with the state government. Whether it is a telephone or SNS, if the relationship that allows people to keep contact with others continues, a certain trust relationship could be maintained. In the health sector pilot project, locality staff played the role of supportive supervision. The SMOH plan to continue the support from these localities’ offices. Similarly, SWC is considering maintaining services that meet the needs of the community through strengthening the capacity of water yard operators living in the community. Training of water yard operators is included in the SWC staff training plan developed by SMAP-II.

In order to expand the service, each implementing agency developed future plan starting from 2019 with its budget plan. These plans and budgets (FY 2019) have been approved by the responsible persons (DG) of each implementing agency and the SMOF. Also, the technical manual developed through SMAP-II will enable the implementation of services from the technical point of view.

Among the four sectors, the employment sector is most likely to achieve the overall goal. After the completion of the pilot project (Aug. 2018), each training organization raised its own funds and already provided training to more than 600 people. Other implementing agencies are also looking for cooperation with development partners and local fund and are trying to increase the certainty of implementation of future plans by diversifying financial resources.

The key to maintaining trust in the existing community and implementing future plans is SMOF. Monitoring of implementation and budgeting of future plans by third parties is extremely important. SMOF is committed to maintaining and expanding its current M&E. With strong political support from the governor and ministers, SMOF are preparing to set up M&E sections in all state ministries and localities. In addition, UNDP has committed to support human resources development necessary for these expansions.

(2) Risks to achieve the overall goal

There is no divergence between the overall goal and the project purpose. In addition, external conditions from the project purpose to the overall goal are appropriate even at the present time. Among these external conditions that, "State government does not reduce budgets, equipment,

and human resources dramatically" remains as risk.

The government of Sudan have been under austerity since the South Sudan's independence. In addition to this, in response to the political demonstration that has continued since December 2018, the government has decided to raise salaries and minimum wages for public servants. In addition, an increase in security related budgets is also expected. These will place a financial burden on state government, and as a result, development budgets might be affected. The policy of development partners is also unclear under the situation of the state of emergency. Such political instability is considered to be a major risk of impact and sustainability.

Although all of the future plans in four sectors are approved by SMOF and incorporated in the state budget of 2019, due to the above-mentioned financial uncertainty and the execution rates of local components (57%) experienced in SMAP-II, it is necessary to consider the possibility that the entire budget will not be executed. The implementing agency has already begun acquiring external funds (see Annex). Currently, among the four sectors, the most financially stable is the employment sector. The M&E sector is also relatively low in financial risk. M&E has received political support so far, and the enforcement rate of local components is high. The low cost of the successor project is another factor to improve sustainability. On the other hand, the water sector, because the cost of water yard rehabilitation is very high, SWC has higher financial risk. SWC plans to cover most of the costs with water charges, but it might not be enough. The interest of development partners in the water sector is high. The SWC will be required to implement future plans in coordination with them.

(3) Ripple effect

As shown below, it is assumed that the results of SMAP-II will have various effects other than the overall goal.

- **Scaling up of SMAP-II achievement to the national level**

Health Promotion Manual and Water Yard Rehabilitation Manual were developed in consideration of national use, and both have been already approved by the federal government. It is expected that the federal government disseminate these manuals to improve public service in Sudan. Likewise, apprenticeship guideline was approved by SCVTA as national document. The federal craftsman union are planning to apply the apprenticeship guideline and associated guidelines for their member SMEs. The Guideline for Establishing the State Council for Vocational Training and Apprenticeship (St-CVTA) is already distributed to all the State through FGC, and other states have also started their process for establishing the St-CVTA.

- **Community empowerment**

60% of the target community have activated their community fund system. The fund is utilized to support the transportation of the emergency cases, to subsidize the medical care for the poor, and to improve the social infrastructure in the community. In addition, community health committee have enhanced their bargaining power through their community health activities. This resulted in the cases which community health committee directly negotiate and gain support from development partners; such as Health Insurance Fund, Qatar Foundation, etc. Empowering community is a key for sustainability for the project's achievement to keep on running with their initiative.

- **Development of local economy**

75% of the beneficiary SMEs of the SMAP-II have improved their net profit, and 35% have recruited more apprentice and workers as their business grow. Some SMEs have started capital investment. For example, in North Darfur, a group of 10 SMEs (beneficiaries of the SMAP-II) jointly took loan from a commercial bank and purchased welding machines and tuk-tuk (three wheeled auto mobile) to expand production and delivery service. There are some cases also

reported that master craftsmen started to visit neighbouring small-scale business owners to give advice and training on what they have learned. Some even go to technical secondary schools to give practical training. Emergence of such model SMEs may lead the development of the local economy.

● Improvement of technical education

The capacity building of TSS not only benefited the trainees of the vocational training course in the pilot project, but also indirectly benefited the students of technical education (3-year), which is the core business of TSS. This is due to the strengthening of teaching ability of teachers and the improvement of equipment. The teachers do not only train for SMAP-II but also teach students undergoing technical education. Similarly, the teaching materials provided with SMAP-II are commonly used.

These will lead to the strengthening of training and education services for the entire TSS, and the basic needs can be satisfied by enabling residents to receive high-quality technical education. For example, after the start of the pilot project, the application rate for technical education programme has more than tripled. The principal of TSS explained that this is because the residents' recognition on TSS's services (rumours that new equipment is in place and good training is being implemented) has increased through the project activities.

(4) Impact on peacebuilding

In SMAP-II, PNA was conducted and regular monitoring is carried out with the aim of ensuring that project activities do not promote conflict and maximizing the use of factors that contribute to social stability toward the achievement of project goals. As a result, the project is considered to have been properly implemented from the perspective of peacebuilding as shown table below. Counterparts has participated in numerous peacebuilding trainings/seminars in the project and has learned the concept of peacebuilding through pilot projects. From this, it is considered possible to provide public services in consideration of the impact of conflict even after the project is completed.

Table 3-1-2: Instability factors for conflicts recognized by PNA and their monitoring results

Instability factors (risks)	Results
Residents' distrust of the government	<p>As already mentioned, the project has increased public confidence in the government. However, during the project period, the project faced several risks.</p> <p>For example, in water sector a community that was not supported by pilot project was robbed of the generator used for water yard rehabilitation due to dissatisfaction with SWC (Refer to Table: 3-2-1: Matters that negatively affected the project). There is also a problem in the health sector that residents increased dissatisfaction because the provision of materials promised by SMOH to the target communities has been delayed due to lack of funds from SMOH.</p> <p>All of these problems have been resolved after tenacious negotiations between the government and residents.</p> <p>These lessons show that communication with the government is paramount to the distrust of the peoples.</p>
Conflict between residents over water resources	<p>During project period, several troubles were reported with residents, herders, farmers and manufacturers regarding water use in the target communities. This problem was resolved by the SWC and the Community's Water Committee developed a water use schedule by users. In some communities, improper monopoly of water yard by nomads and damage to crops occurred, but troubles were reduced by formulating rules suitable for each community and disseminating</p>

	<p>information to nomads.</p> <p>Communities traditionally have a system for mediating conflicts. Based on this tacit knowledge, the government supported how to deal with the problem and made rules, and made it known to the residents, which contributed to conflict prevention.</p>
High youth unemployment rate	<p>SMAP-II has had a certain effect on reducing youth unemployment through pilot projects.</p> <p>In particular, the pilot project was highly evaluated by the residents for supporting vulnerable people who were strongly affected by the conflict. This has led to the emergence of NGOs and donors trying to copy the SMAP-II approach. Although the number of unemployed people saved by SMAP-II alone is limited, the expansion of vocational training is thought to lead to a reduction in the risk of conflict.</p>
Protection of women	<p>In SMAP-II, a wide range of activities were carried out, including securing opportunities for women to participate in project activities, gender education, and support activities for women.</p> <p>As a result, in water sector, the community has introduced measures to prevent harassment of women at water yard, and men's awareness of maternal and child health has increased in the health sector. Also, in the employment sector, trained women formed networks and created mutual assistance relationships.</p> <p>The effects of conflict are more severe in women and children. SMAP-II has had some impact from the perspective of protecting women.</p>

E. Sustainability

There are some positive signs, and accordingly, sustainability can be evaluated as relatively “high”. On the other hand, it is difficult to predict the influence of the current political environment on public services. Therefore, evaluation of sustainability is difficult.

(1) Policy and institutional aspects

In all sectors, future plans developed as successor of the pilot projects were officially approved by DG of each implementing agency and SMOF.

The services of the health and water sector meet the basic needs of the citizens and are highly consistent with national policies. It is expected that it will be maintained even after the end of the project. In the employment sector, as the socio-economic environment is destabilizing, political interest in the issue of youth unemployment is increasing. The Federal Ministry of Labour and SCVTA are considering to implement emergency employment measures including vocational training, and in such political context, stronger political support for vocational training may be expected in the near future. The establishment of a state council of vocational training is also expected to support this movement.

(2) Organisation and human resources aspect

The design of the future plan follows the approach of SMAP-II. In order to implement future plans, it is important that the department in charge of each implementing agency is clearly announced, and necessary staff are in place. Each implementation agency had the core members in implementation team for its entire duration, from preparation to closing, guaranteeing strong continuity throughout implementation. These core staff could lead the succeeding projects to be implemented steadily.

The expansion of services requires continuous human resource development, especially for staff of locality office in health and water sector. SWC developed a staff training plan 2019-21, and

training centres is equipped by SMAP-II. Training has been implemented during the project period, and it is expected that planned training will be implemented along with the technical manual prepared. In other sectors, technical manuals have been prepared but there is no specific training plan. These agencies plan that staff who received the training in SMAP-II will train other staff.

(3) Skills and knowledge aspects

Technical manuals developed in each sector contribute to maintaining the technical level of the implementing agency. In the government institutions, skills and knowledge often belongs to individual staff, not to organisation, therefore the personalized knowledge tends to be lost with the staff turnover. It is expected that use of these manuals and the presence of staff trained in SMAP-II could minimize such risks.

(4) Sharing value and motivation

At all implementing agencies, the shared values that is to provide fair and inclusive services have been established. As mentioned later, the motivation of the counterparts remained high during the project period. Even after the end of the pilot project, each organization is actively working to secure funds and find partners, in order to carry out successor projects, and thus their motivation is still maintained high.

(5) Physical resources aspect

Among four sectors, water sector is highly dependent on equipment to carry out rehabilitation of water yard. This is a risk in the future plan. At the moment, the equipment required for this service is in place, and there is no problem for the time being. However, many of this equipment was provided in Phase-I and there may be frequent failures near future. The SWC needs to pay more attention to maintenance because the equipment is expensive and not easy to upgrade.

(6) Financial resources aspects

Apart from the state budget, in order to provide services continuously, diversification of financial resources will be an important strategy of the implementing agency.

In the pilot project, implementing agencies utilized several local funds. The most common fund was the Zakat Fund, which was commonly used by SMOH, SWC and training providers. For example, SWC purchased generator for water yard rehabilitation and in the employment sector, there are several cases in which start-up funds for graduates are provided. In the pilot project of health sector, medical supply fund provided goods such as medicines and mosquito nets. After the pilot projects, each implementing agency is working to further strengthen the relationship with these local funds.

One of the outputs of the pilot projects is that implementing agency acknowledged that community resources are one of the most important for them. Cost sharing by beneficiary is more considered as a means to supplement the service cost. In vocational training, YU has already conducted training in such a manner that trainees pay for training expenses. In addition, the target communities of health and water sector have used the community fund to supplement the pilot project activities. The beneficiaries are willing to pay if the service meets the cost. By strengthening trust with the community, the implementing agency can expect greater contributions from the community.

In the water sector, water revenue increased by more than 30% as a result of increased water supply through water yard rehabilitation and the strengthening of the community water committee. This contributed to maintenance of water yard. Securing stable water revenues is an essential element for the sustainability of SWC's services.

2. Key Factors Affecting Implementation and Outcomes

SMAP-II acting in conflict-affected areas has been influenced by various external factors. It is also characterized by difficulty in risk management with remote operation. Although its impact was minimized, some external factors have led to delay of the schedule.

Among four sectors, the most affected sector was the water sector, because SWC operated in wider area and its operation cost was higher than other sectors. In the water sector, SWC had temporarily suspended the work at 8 of 39 sites (21%) due mainly to security issues.

The local component was executed 50% to the application and the timing of execution was often delayed. This affected the schedule of the pilot projects in all sectors. Furthermore, at the end of the project, the government declared the state of emergency throughout Sudan. The destabilization of political situation is the largest negative factor for the sustainability of the project. These matters that negatively affected the project are described in following table, with its main reasons.

Table: 3-2-1: Matters that negatively affected the project

Items	Time	Contents/reasons
Deterioration of security	PY-1	In January 2016 project was forced to suspended project activities such as implementation of training course for two months in West Darfur, because of violent demonstration in Geneina. Another demonstration occurred in December 2016 in Geneina also disturbed project activities.
	PY-2	When SWC (SD) transported a new generator to target community for water yard rehabilitation, it was seized by one of community on the way. This community had previously requested SWC to exchange generators for their water yard, but there was no response from SWC and their dissatisfaction increased. Although this issue was solved after peaceful consultation of stakeholders, SWC had to stop rehabilitation in the target community for 6 months.
	PY-3	Although no target community was caught directly in the conflict, the project (water sector) suspended activities for 3 months in 4 communities (in ND) to avoid security risk of conflict that took place in neighbouring area.
	PY-3	As a result of armed conflict that occurred in neighbouring communities, IDP who evacuated from these communities destroyed the water pipe of water yard at target community (site of new water yard construction in WD).
Destabilized political situation	PY-3	In Sudan, a political demonstration continues throughout the country since December 2018. In this situation, the government declared a state of emergency. This increase the uncertainty of policy including on public services.
Inflow of IDP	PY-2	One target community in water sector was caught in large inflow of refugees and IDP. As a result, the project suspended rehabilitation of water yard for 6 months. Because of sudden increase of water demand, SWC can't stop operation of water yard by rehabilitation work.

Delay in budget execution	Throughout project period	Disarrangement of local component affected the project activities, particularly after pilot project started. Local component covers travel allowance and overtime allowances. If local component is not disbursed, counterparts cannot visit community. The worst case happened was that teachers of technical secondary school in Geneina suspended vocational training for several weeks to claim unpaid overtime allowances. Some counterparts continue their work by their own expense but gradually lost motivation to SMAP-II. One of the reasons that local component was not disbursed is ambiguous procedures.
Turnover of the trained officials	Throughout project period	20 senior counterparts out of 33 were turnover (60.6%). Project had to minimize negative impact of these turnover through guidance of SMAP-II for new counterparts.
Import procedure	PY-1 & 2	Regarding the imported equipment, it took a long time for customs clearance and tax exemption procedures, causing a delay from the plan.
Poor management skills of private contractor	PY-3	Construction of water yard by outsourcing was greatly delayed, because of poor management capacity of the local contractor and some external factors.
Increase of commodity price	PY-2 & 3	Even after the US partly lifted economic sanctions in October 2017, commodity price, especially price of imported goods, has continuously risen due to the continued depreciation of the SDG against US dollar. Consumer Price Index (CPI) dramatically increased from December 2017 (861.5 points) to March 2018 (1,125.13 points). This resulted in increasing project expense such as expenses for consumable goods, transportation, hiring training facilitators, printing fees, etc.
	PY-3	There has been national-level shortage of fuel (gasoline and diesel) from beginning of 2018 due to maintenance of Khartoum oil refinery which was started in March 2018, and foreign currency shortage. Fuel shortage resulted in dramatic increase of fuel price in black market even though the official fuel price hasn't increase very much. According to interview with 10 communities about comparison of fuel price between that of before shortage and the current price, 6 communities answered that the price has risen 3~4 times, 3 community answered that the price has risen 5~6 times. Drastic hike of fuel prices has increased project expense for fuel for project cars, and transportation fee (domestic flight, minibus, etc.).
Weather condition and disaster	Throughout project period	Irregular and prolongation of rainy season is influencing access to pilot project site, especially in water sector, because water sector covers rural and wider areas than other sectors.
	PY-3	In September 2017, there was an incident that a vehicle of SWC trying to cross the river (Wadih) fell into water due to a

		suddenly occurring flood. As a result, SWC lost a vehicle for monitoring service.
	PY-3	In May 2017, cholera occurs in various parts of Sudan even in Darfur, and SMOH takes priority measures against cholera, which has affected project activities (There were outbreak of cholera in three target communities in South Darfur).
Donor coordination	PY-3	In West Darfur state, staff of SWC were preferentially allocated to the "Zero thirst project". This affect temporarily the rehabilitation work schedule of SMAP-II.
	PY-3	Some of the counterparts complained that the government didn't they pay a top up of salary or pay for the allowances for assignment of SMAP-II activities (they refused to join STC). In addition to the increase in the work of the pilot project, the reason was that these are paid in case of UN agencies and other aid agencies.
Changes of organization structure	Throughout project period	Following changes occurred, yet there was little influence for the project implementation. <ul style="list-style-type: none"> • HCDG was reformed to FGC (in PY-1) • Authority of Labour Department was transferred from SMOF to newly established State Ministry of Local Governance (PY-2)

3. Evaluation on the Results of the Project Risk Management

A. Risk management results

Regarding the actual risks mentioned in above section, SMAP-II and counterpart took following measures.

Table 3-3-1: Measures taken against the actual risks in the project

Items	Measures taken
Deterioration of security	SMAP-II developed a security guideline in the first year (latest one was the 3rd edition). And based on this guideline, SMAP-II peacebuilding team (1 Japanese expert and 2 national staff) conducts safety management. If security risks are recognized, this team decided to suspend the activities next day through consultation with counterparts. Then, resumption of activities is judged based on the status of UN activity. Also, in the case that the security deteriorated when the staff were on site or in Nyala with relatively high crime rate, SMAP-II requested the police escort for security.
Destabilized political situation	In order to obtain continuous policy support for SMAP-II (future plan), counterparts decided to hold a briefing session for new policy makers.
Delay in budget execution	One of the reasons that local component was not disbursed is the ambiguous procedures. In this sense, the project took following measures: <ul style="list-style-type: none"> • To introduce local component guideline with document format. • To monitor the process from request to disbursement using tracking record.

	<ul style="list-style-type: none"> • To provide training on the local component procedures and advices day-to-date. • To hold meetings with top management including Secretary General and Ministers to be aware their responsibility in arrangement of local component <p>As a result of these effort the situation gradually improved. When the execution of the local component is delayed, implementation agencies also diverted other operational budget and continued the activities</p>
Turnover of the trained officials	Project and counterparts minimize negative impact through guidance for new counterparts.
Delay of procurement of equipment	SMAP-II could afford the time, because SMAP-II made a plan that assumed a delay. Other activities such as staff training was given priority until equipment arrived.
Delay of subcontracted work	SWC provided technical support to the contractor in construction of water yards.
Increase of commodity price	Regarding the shortage of fuel, implementation agencies used the government-funded fuel. SMAP-II also compensated for the fuel cost.
Weather condition	No countermeasure. SMAP-II had to suspend the activity until the implementation team could access to the community after rainy season.

B. Results of the use of lessons learnt from SMAP Phase-I

The ex-ante evaluation of SMAP-II pointed out several issues and lessons learnt from SMAP Phase-I. In Phase-I, particularly it was considered as the biggest problem that project was not managed appropriately, because the monitoring system of the project did not function sufficiently. In consideration with this lesson, SMAP-II rebuilt the management system suitable for the remote operation of the project and at the same time aimed at strengthening the capacity of SMOF in charge of M&E. SMOF introduced and carried out new M&E system. During the project period, SMAP-II held regular meetings, confirmed progress with the stakeholders, and conducted management based on this information. Such enhanced management led to achievements of outputs and objectives.

Other recommendations and lessons learnt from Phase-I that have been used in this project are as follows.

Table 3-3-2: Lessons from SMAP Phase-I and its application to this project

Lessons from Phase-I	Application to SMAP-II
1. Necessity to strengthen planning, implementation and follow-up of pilot projects based on "viewpoints of beneficiaries"	It was highly considered to secure the opportunities that state government and community residents have regular meetings, such as community committee meetings and town meeting.
2. Cooperation and collaboration with other JICA's technical cooperation	<ul style="list-style-type: none"> • Throughout the project period, SMAP-II maintained a good relationship with existing three JICA's projects. • In health sector, SMAP-II and "Primary Health Care (PHC) Expansion Project" jointly develop the approaches of community health promotion (community profiling, planning of community health action plan, etc.). PHC project also

	<p>cooperated in accepting counterpart training at their target community. Furthermore, they contributed to develop “Health Promotion Handbook”.</p> <ul style="list-style-type: none"> • In water sector, “Project for Strengthening Capacity of Institutional Management, Operation and Maintenance in State Water Corporations” coordinated in provision of SMAP-II training programme and cooperated to develop “Water Yard Rehabilitation Manual”. • In employment sector, SMAP-II cooperated with “Project for Strengthening Vocational Training System targeting State Vocational Training Centres (GEMS)” to formulate and officialise various guidelines.
3. Promotion of grant aid through UN agencies	<ul style="list-style-type: none"> • Since planning stage, SMAP-II technically cooperated with the UNOPS water project "Japan Emergency Intervention to Access Water in Five Darfur States (April 2017 - March 2018: USD 1,000,000)" using the supplementary budget of Japanese government. • As a member of technical committee, not only SMAP-II provided technical advices, but also guided the UNOPS that their project covered SMAP-II's target communities (health sector). As a results, UNOPS constructed three water yards in our target community and this contributed to increase the impact of SMAP-II.
4. Effective utilization of JCC and STC	<ul style="list-style-type: none"> • At starting the project, SMAP-II developed “SMAP-II Project Committee Rule” and JCC and STC were held as planned according to this rule. • During project period, STC was total 60 times in four sectors, while 15 times only in Phase-I. STC became a key of the project management.
5. Improvement of project implementation structure	<ul style="list-style-type: none"> • As mention in the section “1-3-1. Establishing Project Management Structure”, SMAP-II re-established management system after Phase-I. • SMAP-II organized the M&E team at the SMOF (Planning Department) and build a management system such as regular reporting system and site inspection. In addition, each implementing agency also strengthened the implementation structure by organizing management teams and execution teams with clear roles.

4. Lessons Learnt

A. 5 key factors to enhance the public trust

In Sudan, citizen's trust in the government became a big issues. From the experience of SMAP-II, it is considered that five factors are important to foster the trust between the state government and community residents through public services.

- First, the services offered are not only responding to the needs of the people, but also the residents must fully understand and accept the service contents. It is important to hold a briefing meeting for residents at the beginning of the project (Awareness).

- Second, the service should be fair and inclusive. The service provider has to confirm who face the difficulty to access to the service in the community at first (Equity).
- Third, it is important to provide high quality service and achieve its goals. Trust cannot be obtained unless the residents feel benefit from the service (Quality).
- Forth, it is also effective for the trust building between the government and community to cooperate in the implementation of the public services. Government's resources are limited and cannot meet all the needs of residents. Through collaboration, it is also important for residents to understand such situation (Participation).
- The last is accountability. Residents place importance on the fairness of the process as well as the outcome of the service. SMAP-II has been reporting the selection process of the target area, reporting the progress through town meetings, etc. Such transparency is an indispensable element for improvement of trust (Accountability).

B. Monitoring by SMOF enables implementing agency to provide more reliable service

If the person in charge is inexperienced in project management, it will be common to overlook problems occurring on site. Also, in Sudan communication in the organization is weak, and it often happens that these problems cannot be shared with other officers. In such condition, provision of monitoring information from a third party will be effective for project management. In SMAP-II, M&E team of SMOF played this role. Once the problem occurred, SMOF strengthened the on-site monitoring and conveyed the results to the responsible persons in implementing agency. As a result, the agency was able to speed up the problem solving.

C. Utilization of local resources in public services

The pilot projects benefited a lot from local partners. Under the situation that state governments have limited resources to invest, cooperation with local partners will be an essential element for the provision of public services. There are three key partners.

(1) Communities/beneficiaries

If the service meets the needs, community/beneficiaries are willing to bear the cost. Community mobilization for health promotion adopted by the SMOH is based on the use of community resources and is a highly efficient approach. In the water sector, the community and the SWC signed partnership agreements prior to water yard construction/rehabilitation to clarify the burden on the community. In the employment sector, after the completion of the pilot project, the training providers has started training services based on the training fees from the trainees. The state government should actively adopt such cost sharing services with beneficiaries. For this purpose, it is important for the government to listen to the opinions of the beneficiaries instead of planning the service unilaterally.

(2) Local fund

Some of the activity in the pilot projects were supported by local fund, such as Zakat Fund, Saving Bank, etc. Especially in the supply of goods, local funds are important partners to improve public services. In providing services, the government should consult with the local fund as well as the community and consider the possibility of collaboration.

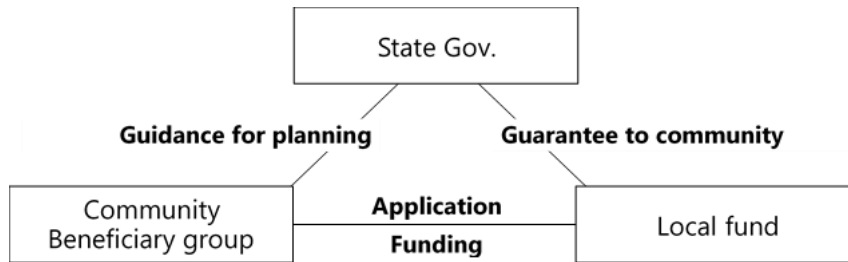


Fig. 3-4-1: Cooperation of three parties in public service

(3) Private sector

Skills and funds of the private sector are essential elements especially in the implementation of vocational training. Private companies, regardless of large-scale companies in Khartoum and small-scale local enterprises, were highly aware of contributing to society, and provided free training in various forms. If the government and private companies can share the social issue of youth unemployment, collaboration between the two parties will be promoted.

D. Multi-sector approach

To support vulnerable people who have manifold problems, a multi-sector approach is effective on improving their quality of life. SMAP-II is a multi-sector project consisting of four sectors but offered the services to different community/people by sector. It is not multi-sector approach from the perspective of the beneficiaries. Concentrating limited resources on specific communities and people limits the number of beneficiaries. Whether the project emphasize on quality (multi sector for the beneficiaries) or area-wise spread depend on the policy of the government, especially in the case of a conflict-affected area. In either case, it is clear that multi-sector approaches require higher management cost and, in this sense, better efficiency can be obtained when the project scale is large.

E. Project management by remote control

When donor operate the project by remote control such as SMAP-II, the following considerations should be taken into account for implementation.

- Remote control may overlook problems that occur in the field. Although the operation and management of the project by remote control basically depend on the information provided by the counterparts (implementing agencies), it is inevitable that loss and mistakes of information will occur, especially in the case of vulnerable organizations. Also, it takes time to exchange information, which leads to a delay in decision making. Projects should have a multi-track approach to information gathering, such as information from community, use of external consultants, etc. How to accurately collect information on the site in a timely manner and detect abnormalities is the key to remote control.
- The weakness of remote control lies in the response to the problem as SMAP-II experienced. Once the problem happened, then if it is out of control of the counterpart, the solution of problem will be prolonged. Even small problems, it often takes certain time for the counterparts to respond alone. High-level and complex pilot projects are not suitable for remote control. Designing of the pilot project must be adapted to reflect each country's context, capacities of counterparts and risks. It is crucial to plan the work schedule with due time.
- In ordinal JICA projects, it is assumed that experts and counterparts work together in the field. While, under the condition of remote control, the counterparts carry out the pilot project alone and they often have other tasks in the Ministry. This impose a burden on the counterparts. It is important to secure some full-time counterparts in the project according to its size.

F. Lessons learnt by Sector

(1) Health Sector

- To have an impact of community mobilization, the time period of the intervention should be no shorter than three years. In SMAP-II, it took more than a year for formation of Community Health Promotor (CHP) team and development of action plan. Another a year was required for residents' behaviour change to be recognized after health education. Then, more time needs to establish management system of community mobilization system.
- High quality CHP are key in health promotion, good training and support of CHP is therefore essential.
- The CHP team should not operate in isolation. To be effective they need the cooperation of the other social groups in the community. For example, youth union, women's union, etc. supported CHP by mobilization of community peoples and provision of equipment for health promotion activities. Health issues link to the issues of other sectors. Cooperation from non-health sectors also may be crucial for health promotion, e.g. water supply, agriculture, income generation, etc.
- Implementation of health education should include awareness of the peacebuilding and potential harms (equity, gender violence, conflict with community members, etc.). Potential harms should be monitored throughout implementation so that they can be managed.
- Traditional leaders have great power in mobilizing community resources. Political support by community leaders for implementation of community action plan is essential.

(2) Water Sector

■ Rehabilitation of water yard

- In SMAP-II the capacity of water supply increased by 40% on average after rehabilitation of water yard. In addition, the lifetime of water yard is extended by the cleaning of well. Although aid agencies are highly interested in the construction of new water yards, they should recognize the importance of water yard rehabilitation in consideration of cost-effectiveness.
- The unit cost of rehabilitation of water yard in terms of the amount of water supply is lower for larger wells. SMAP-II targeted water yards of different scales, but their water supply capacity varies greatly from 1 m³ to over 10 m³. In terms of cost-effectiveness, it might be considered that priority should be given to larger wells that can be expected to improve the amount of water supply.
- Troubles related to water use are the elements that trigger conflict. At water yard, many troubles occur in particular between the ordinal users and pastoralists. In SMAP-II, separation of the water supply point of human and livestock by fencing largely reduce these troubles. This will be the most effective. In addition, it is also effective to divide the usage time for each usage group.

■ Construction of water yard

- In Sudan, old and poorly maintained drilling and other machines are used for construction of water yard. As a result, failures frequently occur and it takes time for repair. The preparation of spare machines and spare parts is essential, but rather it is a realistic measure to consider that the construction period takes more time than usual at planning.
- The supervision of the contractor by a third party is crucial. In this work, SWC could be a potential supervisor. For example, in SMAP-II SWC contributed to prevent the miss use of materials that did not meet the specifications. They also found inappropriate piping in the well

and instructed the contractor to correct it. Once the construction of the well is completed, it is difficult to find problems from the outside. If these problems are missed, even if the water comes out, there is a risk that the amount of water will decrease within short period, and the life of the well will be shortened.

(3) Employment Sector

■ General

- Training institutions need to further strengthen their abilities. For this purpose, cooperation among training institutions will be effective by learning from each other and to compensate for each weaknesses. SEEC is an effective cooperation mechanism. Then, State Labour Dept. is are key in establishing SEEC and maintaining groups and helping them to be effective.
- Political support (national and local level) is still weak. Implementing vocational training as part of national employment/vocational training strategies/plans and structure of national service delivery system is likely to enhance coverage and sustainability.

■ Training of Women

- Vocational training is an effective tool for economic empowerment of women, and for strengthening the power of decision making in the home. It should be noted that women who start a business tend to invest their income in nutrition and education of their children. This means training of women is important not only for women's empowerment but also for the development of human resources for the future.
- There are various constraints to start business for women, especially vulnerable women affected by conflict. They need a family's understanding and support for entrepreneurship. It is also necessary to secure funds for starting a business and support to eliminate disadvantages such as the lack of basic education. SMAP-II increased the effectiveness of training by combining skills training and literacy education. Provision of a start-up kit was also an indispensable for improving the rate of entrepreneurship. The government alone could not provide materials and provide financial assistance. It is an important that training providers develop the training plan in cooperation with relevant financial organizations.
- Practical training is effective for entrepreneurship support. In SMAP-II's training, the cycle of sales planning, production, sales and profit calculation was repeated. The trainee also experienced an internship at a bakery in the town. Such practical training led to a smooth start of business after graduation.

■ Training of youth unemployed

Vocational training for unemployed persons is requested how quickly training could be linked to the job. For this purpose, it will be effective that actual experience at workplace, that is, an internship combined with school-based training at training centre. Then, in order to facilitate internship and to provide effective vocational guidance, collaboration with corporate unions is important.

■ Training of SME

- Training of workers/apprentices by SME become effective in combination with improvement of business profitability. SMAP-II provided training for employers/master craftsman not only how to train employees, but also business management training. This contributed to increase motivation of employers on human resources development of their employees. The SME have various business issues. In order to improve the status of employees and promote new employment, it is required that vocational training link to comprehensive business support for SME.
- SME have strong local networks with their peers. It has been confirmed that the knowledge

and skills acquired by the employers through training are transmitted to other companies through this network. It is also recognized that employers who received the training formed the business group, and jointly borrowed funds and invested materials and equipment. Providing systematic support for such networks and groupings is effective in enhancing the impacts of vocational training

(4) Project M&E sector

- The M&E system of public services in Sudan is immature. The system should be gradually developed in accordance with the government's context, specific capacities and constraints. Initially, SMAP-II introduced M&E on public projects based on key performance indicators, but faced issues such as shortage of survey experience of the government staff, lack of survey budget, and uncompleted project plans necessary for M&E. For this reason, SMAP-II simplified the M&E method and conducted qualitative monitoring focusing on delaying of the schedules and other issues in the projects. For a time being, SMOF need a process that builds up the experience of M&E in a simple method and gradually improve the quality of information.
- Involvement of the politicians in M&E is crucial. M&E is possible in cooperation with the project implementation agency and the M&E agency. In order to coordinate multiple institutions and to make the M&E system effective, it is necessary to have strong leadership from top of state government such as governors and ministers.
- The results of M&E should be reported not only to decision makers but also to the public. A set of monitoring by decision makers, M&E agencies and citizens could be strong driving force for project improvement. In SMAP-II, SMOF disclosed M&E results of the pilot projects through implementation of periodic "town meeting". In the situations that such discussions are not common, participants of town meetings highly appreciated this communication. Showing the attitude that the government try to talk with the citizens about the public service has led to the improvement of the trust in the state government.

IV. FOR THE ACHIEVEMENT OF OVERALL GOALS AFTER PROJECT COMPLETION

1. Prospects to Achieve Overall Goal

Overall Goal: Public well-being is enhanced in three Darfur States (Well-being is defined as conditions where public happiness, public trust and public services are fulfilled for the people.)

The possibility of achieving the goal is relatively “High”, taking into account the situation of four sectors.

A. Health Sector

● Indicator-1

Indicator	Target
Public trust of the state government from the people at the pilot project sites is maintained (Trust is measured by relationship, fairness, inclusiveness and communication). This indicator is measured by the following 3 aspects of health sector in target communities	Yes
A. Average score of community representatives (who confirmed) improvement of relationship between state government and community is more than 3 out of 4.	More than 3
B. Average score of community representatives (who confirmed consideration of) fairness and inclusiveness of public service is more than 3 out of 4.	More than 3
C. Average score of community representatives - (Who confirmed improvement of) communication between state ministries and community is more than 3 out of 4.	More than 3

(1) Possibility of achievement

Possibility of achievement: “Fair”

- SMOH and target communities have built certain relationship, and they can communicate from both sides whenever necessary. The existence of empowered community health committee and health promotion team enable the community to operate health promotion independently at a certain level with minimum guidance by SMOH.
- SMOH have core members in management/implementation team (8 members/state) and they continuously support the communities.
- In addition, staff of locality office (Environmental Health Department) who were involved in the pilot project will continue the services of supportive supervision. Newly developed Health Promotion Handbook will help their services.

(2) Risks

Relationships and communication rely on individual persons rather than organisation, it might lose effect by turnover of the person in charge.

● Indicator-2

Indicator	Target
Comprehensive Health Service Plan is planned, implemented and monitored for more than 5 new communities by SMOH.	Yes

(1) Possibility of achievement

Possibility of achievement: relatively “High”

- SMOH developed health promotion plan that was approved by SMOF and incorporated in the state budget of 2019. In this plan, SMOH of three states are planning to implement health promotion at 18 localities in 2019.
- SMOH does not expect financial resources from the state government alone, but also considers implementation in cooperation with donor agencies as Plan-B. They started negotiation with UNICEF, Health Insurance Fund, Qatar Foundation, etc.
- There are experienced SMOH staff (total 24) who have been fully involved in implementing the pilot projects of SMAP-II. SMOH also is planning to utilize resource persons, such as members of community health committee of SMAP-II’s target communities for the extension to new communities.

(2) Risks

SMOH does not have transportation means for community visits, therefore, areas where they can work are limited in Darfur where public transportation is underdeveloped.

B. Water sector

● Indicator-1

Indicator	Target
Public trust of the state government from the people at the pilot project sites is maintained (Trust is measured by relationship, fairness, inclusiveness and communication). This indicator is measured by the following 3 aspects of water sector in target communities	Yes
A. Average score of community representatives (who confirmed) improvement of relationship between state government and community is more than 3 out of 4.	More than 3
B. Average score of community representatives (who confirmed consideration of) fairness and inclusiveness of public service is more than 3 out of 4.	More than 3
C. Average score of community representatives - (Who confirmed improvement of) communication between state ministries and community is more than 3 out of 4.	More than 3

(1) Possibility of achievement

Possibility of achievement: “Fair”

- SWC and target communities have built certain relationships, and they can communicate from both sides whenever necessary. The existence of empowered community water committees enable the community to maintain water yard independently at a certain level with minimum guidance by SWC.

- SWC have core members of implementation team (12 members/state) and they continuously support the communities.
- In addition, staff of locality office who were involved in the pilot project will continue the services of water yard maintenance. Newly developed Water Yard Rehabilitation Manual will help their services.

● Indicator-2

Indicator	Target
SWC participates in designing, supervising and inspecting more than 5 water yard construction projects funded by other organizations in each three Darfur state.	Yes

(2) Possibility of achievement

Possibility of achievement: “Difficult to evaluate at moment”

(Due to the delay in the construction of water yard, SWC does not have experience in a supervision from the beginning to the end of construction.)

(Readers are advised to refer to the Additional document in the end of this report for the water sector activities during the extended project period.)

- SWC does not have the right to supervise the construction work of other donors. Supervision will be conducted based on cooperation and agreement with donors. SWC has already investigated water yard construction planned by donors and has begun discussions on cooperation in its supervision.
- The cost of construction supervision is assumed to be borne by the donor, in such case the financial burden of the SWC will be reduced.
- Implementation team of SWC already completed a series of training on supervision of water yard construction combined with practical supervision in the pilot project. Although the construction of water yard has not been completed, the skills required for supervising the construction is almost the same as rehabilitation, and the skills of staff are at a certain level.

(1) Risks

- There is no legal foundation for SWC to be involved in surveillance of water yard construction. Depending on a client of the construction, there is a possibility that SWC’s surveillance is not desired or rejected.
- Water yard construction is often conducted in rural areas and the cost for surveillance is high. Related to the above, if there is no system in which clients of constructions bear some portion of the cost, the area where SWC can work will be limited.

C. Employment sector

● Indicator-1

Indicator	Target
All trainings which are stipulated in Vocational Training Service Plan for the next three years are implemented.	Yes

(1) Possibility of achievement

Possibility of achievement: “High”

- Vocational training plan 2019-21 is realistic (target number of trainees is 2,455), and facility and teaching materials provided by SMAP-II are available. Training providers' staff are high motivated. Cooperation structure among training providers, local funds and federation unions is strengthened through SMAP-II.
- After the pilot projects, all training providers started new training courses in collaboration with other aid agencies and local funds. According to the reports from training providers, trainees of these new courses exceeded at least 634 people.
- Training facilities up-graded by SMAP-II are available as well as curriculum, reference books and other training materials.
- UN/aid agencies have high interests in vocational training in Darfur, therefore, vocational training projects will be implemented in the future as well. Women's Union, TSS and craftsman union were strengthened their capacities and become important outsourcing source contractors for training provision.
- State Labour Office nurtured their sense of responsibility towards vocational training and their instruction ability on training providers' training provision and coordination improved. Also, political support is expected by the developed policy and strategy.

Table 4-1-1: Trainings started after the pilot projects in collaboration with partners

Partner	Training provider	State	Year	Contents
UNIDO	Technical secondary school	West	2019	TSS conducted SMAP-II model youth training financed by UNIDO.
COOPI	Technical secondary school	North	2019	Training for youth was conducted financed by the organization.
Save the Children (Sweden)	Technical secondary school	North	2019	Training for youth was conducted financed by the organization.
Zakat fund	Women's union	North, South, West	2018 & 2019	WU received 85,000SDG 350 women in food business and others.
Zakat fund	Technical secondary school	South	2019	Youth Union secured fund 325,000SDG and trained 120 persons in welding and automotive
Saving Bank	Craftsman union	North	2019	10 Welding SMEs who are participants of the SMAP-II program for SMEs gathered and got loan for purchasing equipment value of 4,680,000SDG . CU issued guarantee for the group's loan
Youth Institution for Microfinance	Youth union	West	2019	YU conducted how to start your business training for 24 youth financed by the YIM. The participants also received microcredit from the YIM.
National Congress Party	Women's union	South	2019	WU received fund to conduct training for 50 women in food business.
Geneina University	Women's union	West	2019	WU trainers worked together with Geneina University Community College to provide 60 women in food business. WU trainers collaborated together with

				Geneina University Centre of Peace Studies to provide business training for 30 businesswomen . Both training was funded by the University.
Youth Individual	Youth union	North	2019	Some youth who saw the success in finding job after the SMAP-II training came to the youth union and asked to organize training. After project period is over, the participants even paid from their pocket for the training

(2) Risks

- Activities of training providers can easily change according to the intension of a decision-maker. Three training providers are not specialized agencies for vocational training. Therefore, their training activities might be affected by the change of decision-makers.
- In case socially vulnerable people are targeted, it is difficult to conduct training by only tuition fee. Financial resources of 3 training providers differ, but if they largely depend on external fund, possible number of training courses will be affected depending on external funders.

D. Project M&E Sector

● Indicator-1

Indicator	Target
SMOF of each three Darfur states monitor and evaluate more than 5 state projects per year.	Yes

(1) Possibility of achievement

Possibility of achievement: “High”

- SMOF developed M&E plan for 2019. Planning Department of SMOF understood the procedure and methods of M&E. At the current stage, Planning Department monitors projects including financial progress and instructs implementing agencies by themselves.
- It is expected that there will be the turnover of trained counterparts, however, know-how has been already accumulated in the organization by development of M&E guideline.
- SMOF recently started monitoring of donor (UN/ aid agencies) funded projects by their requests and there is a possibility to expand M&E activities utilizing external resources. Training of M&E staff was committed by UNDP.

(2) Risks

- Federal level M&E system is not functioning. In the future, if a new system is introduced, there is a possibility that M&E system of SMOF is confused and activities are stagnated.
- At the locality level, M&E implementing structure and staff’s capacity were not built, therefore, there is a possibility that M&E activities will not spread widely.
- As reorganization of ministries and agencies is currently progressing, local administration is in the period of reform. Regime change is also expected in 2020, therefore, attention should be paid for the changes of TOR at the Planning Department of SMOF.

2. Plan of Operation and Implementation Structure of the Sudan Side to Achieve the Overall Goal

(1) Management of future plan

Each implementation agency has already made a clear future plan. In order to steadily implement this plan, multi-layered project management system is critical. This is supervision by FGC, M&E by SMOF, and management by implementation agency.

The FGC will promote the implementation of the future plan by coordinating decision makers and implementing agencies of the state governments. SMOF will monitor activities, including project budget execution for future plans, and reports the results to the responsible persons of the implementing agencies and the decision makers of the governments. SMOF also will be responsible for the accountability of public services by reporting the results of M&E to citizens through town meetings and other meetings. After the pilot projects, SMOF already encourages all state ministries and agencies to establish M&E section. It is expected that this will improve the accuracy of the project monitoring.

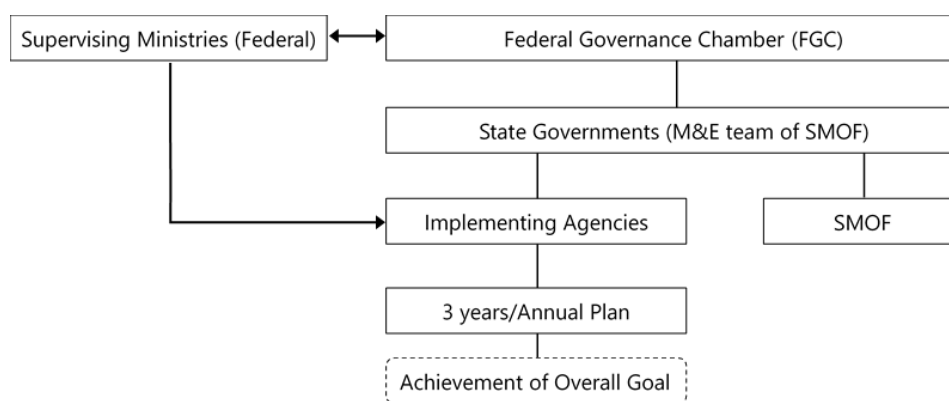


Fig. 4-2-1: Implementation structure of future plan

(2) Implementation of future plan in health sector

SMOH of three states plan to expand health promotion projects to 18 localities in 2019. Health promotion department of SMOH will be responsible for implementation of future plan, and coordinates with other departments such as MCH. SMOH also plans to promote health promotion, not only by implementing independently, but also through other organizations such as NGOs by utilizing the Health Promotion Handbook.

Table 4-2-1: Number of target localities in health promotion plan

Year	North Darfur 2019-21	South Darfur 2019	West Darfur 2019	Total
No. of target locality	18	4	8	30
Estimated cost	SDG 19,676,000	SDG 522,700	SDG 1,737,742	21,936,442

SMOH and the target community in SMAP-II acknowledged that the communication between the two sides improved through the experiences in joint work of community health action plan. Maintaining this good communication is the key to foster further trust. In these community, the health committee has been strengthened and the health promoter's team is working independently. SMOH will support the autonomous efforts of the community through consultation via telephone,

SNS and meetings. In addition, SMOH will encourage the supportive supervision through the locality office.



Fig. 4-2-2: Implementation structure of future plan in health sector

(3) Implementation of future plan in water sector

In the water yard rehabilitation plan, SWC of three states will rehabilitate a total of 50 water yards in the coming three years. The Rural Water Department is responsible for this implementation. It is planned that cost of rehabilitation will be covered by the revenues from water use fee, but it is not enough. SWC is planning to compensate for this shortage in cooperation with aid agencies and several agencies are already committed.

Table 4-2-2: Number of water yards to be rehabilitated in water yard rehabilitation plan

Year	North Darfur	South Darfur	West Darfur	Total
2019	10	6	1 (5)	17
2020	10	5	4 (4)	19
2021	10	3	1 (1)	14
Total	30	14	6 (10)	50
No. of beneficiary	209,500	34,770	64,500	308,770
Estimated cost	SDG 15,300,000	SDG 10,623,960	SDG 1,000,000	SDG 26,923,960

In order to maintain a good relationship with the target communities, it is essential that water yards that have been rehabilitated are appropriately operated. For this purpose, SWC will strengthen the capacity of the water committee and water yard operators so that both parties can fulfil their responsibilities based on the partnership agreement on water yard operation and maintenance. SWC has already prepared training plans for these persons, and a training centres that were developed by SMAP-II are available.

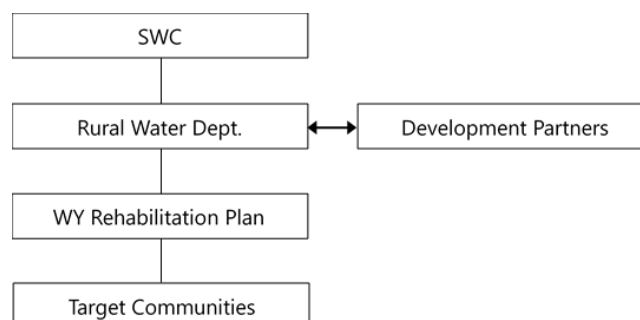


Fig. 4-2-3: Implementation structure of future plan in water sector

(4) Implementation of future plan in employment sector

According to the 3-year plan, total 2,455 women and youth unemployed and 135 micro enterprises will benefit from vocational training similar to SMAP-II. Training agencies are women’s unions, technical secondary schools, craftsman unions and youth unions that are SEEC members. These training providers prioritize vulnerable groups such as war victims and are taking into account the peace and reconstruction of Darfur.

Table 4-2-3: Number of trainees targeted in vocational training 3-years plan

State	SME	Women		Youth	Total
		food	business		
North	45	300	540	225	1,110
West	45	60	180	225	510
South	45	240	450	225	960
Total	135	600	1,170	675	2,445

These training is supervised by the State Labour Department (SMOF). Information sharing among training institutions and coordination of their activities are the responsibility of SEEC as before. In addition, the state government is currently proceeding with the establishment of the State Council for Vocational Training, and it is expected that this council will promote technical and financial support for training institutions. SCVTA is strengthening guidance to the state government to establish the council.

After completion of the pilot project, each training provider has already started successor projects in cooperation with aid agencies and local funds. These joint training programme with partners will continue to be a core approach in employment sector.

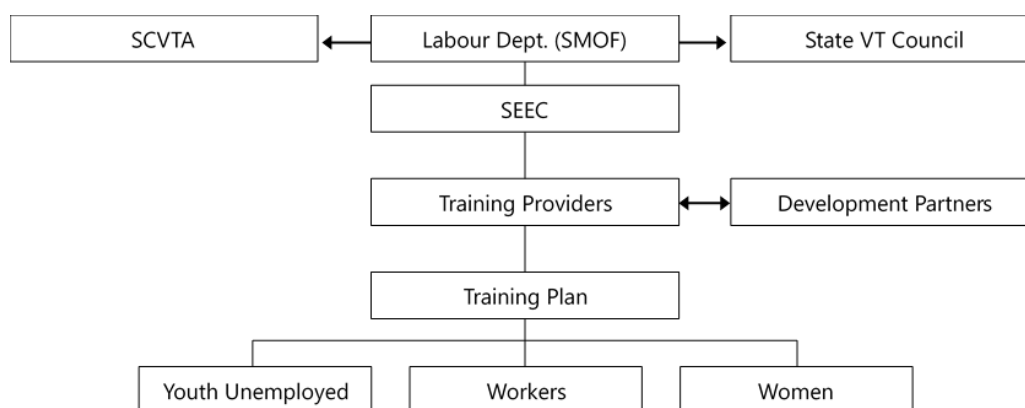


Fig. 4-2-4: Implementation structure of future plan in employment sector

(5) Implementation of future plan in Project M&E sector

In the State M&E Plan, SMOFs plan to conduct total 19 state financed projects (ND: 5, SD: 7, WD: 7) in 2019. The plan also include the capacity building of M&E teams in line ministries and information disclosure of public services through town meeting and other means.

SMOF in each state is expanding M&E activities under the strong political support of the state government. In order to strengthen the M&E function, the state government plans to set M&E

section in all ministries and locality government. In this line, SMOF plans to train officials based on the M&E guidelines, and currently UNDP committed to support such human capacity building.

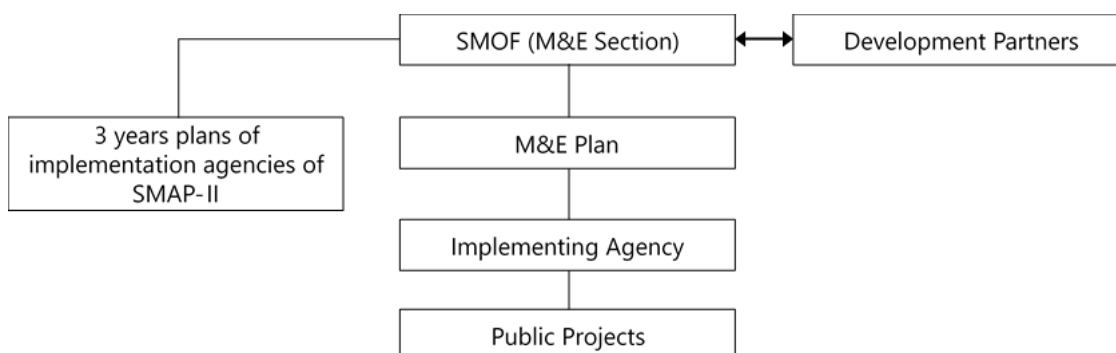


Fig. 4-2-5: Implementation structure of future plan in employment sector

3. Recommendations for the Sudan Side

A. Health Sector (SMOH)

(1) Maintaining motivation of CHPs

Not only CHC but also CHPs play an important role in community health activity such as provision of health education and bringing ideas for improving their healthy life. CHPs are basically volunteers with no salary payment and their willingness to contribute to community motivates them to work as volunteers. It is important to establish evaluation system of their performance. In addition, it is indispensable to continue supervising them and training their leaders. For this purpose, it is recommended to hold a meeting cum training for CHP leaders at locality or state capital, at least once in a year.

(2) Dissemination of good practices through partnership

SMOH is not the only one health service provider. There are many health issues which could be addressed by community. Good practices could be disseminated through community, by sharing lessons learnt gained from SMAP-II and other partners (utilizing the Health Promotion Handbook). Collaboration with youth union and woman union needs to be further strengthened as they have useful network in local areas.

(3) Strengthening capacity of locality health office staff

It is essential to delegate management task to locality health offices which is located closer to community. It is important that the locality health offices to be able to play the same role which was performed by SMOH under the pilot project supported by SMAP-II. In order to realize it, SMOH needs to provide trainings to the locality health office staff on concept of the pilot project and lessons learnt from the pilot project. Considering the sustainability of outcomes from the pilot projects and relationship built between SMOH and communities, the training to the locality health office staff could start from the pilot locality. It is expected that the locality health offices could maintain communication with communities as advisors and act as a bridge between communities and SMOH whenever necessary by strengthening their capacity.

(4) Ensuring two-way communication between SMOH and communities

It is necessary to encourage communities to communicate with SMOH in addition for SMOH to communicate with communities. It would contribute to strengthening the relationship between SMOH and community, so that communities comes to consult with SMOH. However, 40% of the

target communities say that they didn't know how to contact with SMOH until SMOH started the pilot project with support from SMAP-II. Therefore, SMOH should publicize its roles and contact among non-target communities as well as strengthen and expand communication with communities by utilizing widely spreading technology such as SNS (WhatsApp).

B. Water Sector (SWC)

(1) Strengthen the on the job training at each SWC

Utilizing the trained staff and the renovated training facility through the SMAP-II, SWC should strengthen the capacity of their staff. Particularly, locality office staff and water yard operators in the target community are expected to focus on human resource development from the viewpoint of ensuring the sustainability of the effects expressed by SMAP-II. In terms of the technical skill, SWCs should obtain basic skills on equipment and facility maintenance and its operation. Furthermore, it will be important to make regular discussing with the water committee into habit, in order to grasp the issues to be solved together with community people. Preparation of the partnership agreement was a precedent for it.

(2) Dissemination of “Partnership agreement between SWC and community on O&M” and capacity development of the water committee.

SMAP-II proceeds important approaches considering the peace building, such as establishing the rule by different types of resident group considering socially vulnerable. SWCs should disseminate such good practices to other areas and should continue the capacity development of water committee through the training.

(3) Strengthen the capacity on supervising the water yard construction

SWC should clarify their roles for supervising the water yard construction by development partners through the development of guidelines. Since the constructed water supply facilities are operated by SWC and community after taking over from development partners, SWC should make development partner submit the necessary information of the facilities and should store it in their office. Moreover, because many development partners do not have expertise on construction supervision, SWC should partly participate in supervision works and should inspect constructed water yard as well.

(4) Implementation of the water yard rehabilitation and maintenance plan 2019-2021

SWC should certainly implement approved “the water yard rehabilitation and maintenance plan 2019-2021” with securing the budgets and human resources. On the other hand, although the development budgets of state government is an important financial resources, it is not enough to fully carry out “the water yard rehabilitation and maintenance plan 2019-2021”. With reference to an example case that North Darfur SWC has secured funds from the ICRC/COOPI for water yard rehabilitations, other SWCs should consider requesting the cooperation from development partners relating to WASH as well.

(5) Continuous capacity building for SWCs

There are still some problems with SWC's implementation capacity. Although not all of them were covered by SMAP-II, project recommends continuing following capacity buildings while taking advantage of experience gained and dealing with problems.

- a) Strengthen the O&M of water supply facilities (cost, human resource management) : In order to sustainably operate and maintain water supply facilities, SWC should set the appropriate water price. Since SWC does not analyse the volume of water supply and the collected water tariff in the rural water supply areas, SWCs are not able to manage balance of revenue and expenditure properly. On the other hand, as a result of analysis based on the data which collected by the project, the non-revenue water rate is extremely high (50% to 70%) in target

area. Therefore, it is necessary to revise the water price based on analysed data on the water supply volume and collected water tariff.

- b) Strengthen the equipment management (procurement management) : In rural water supply areas, there is no system for supplying the material when it is consumed or defected. In order to timely procure the materials, it is necessary to clarify staff in charge of procurement and suppliers.
- c) Information sharing among SWC (risk • communication management) : Information sharing within the organization is insufficient in SWCs. Many of the information on equipment and water supply facilities are often concentrated in limited staff. In case those staff resign or retire, all important information may be lost. Thus, it is necessary to create a database of information and prepare rules to access the database.
- d) Capacity building of operators and technicians (human resources management) : There are some capable staff in SWC headquarters and main locality office of SWC. On the other hand, the lack of capacity of technicians and facility operators who actually manage facilities on site is remarkable. For instance, at the water treatment plant of El Fasher in North Darfur State, because the proper operation was not carried out by operators, the newly introduced sand filter system malfunctioned in less than half a year. Regarding water yards in rural areas, it is reported many case of malfunctioning of generators and submersible pumps after several year of installation due to improper operation and maintenance. Those materials can be used for more than 10 years if properly used. In order to prevent serious malfunctions, improvement of awareness of staff is required in addition to improvement of technical skills for maintaining facilities.
- e) Strengthen the capacity building on data management for SWC locality offices (Information Management) : In the SWC urban water administrative, the water tariff revenue and customer information are managed on the computer, but most of the information of rural water supply areas is manged on a paper basis. Thus, many data is missing. Water tariff revenue and customer information should also be managed by the computer even in rural water supply to utilize it effectively.
- f) Strengthen the institutional capacity of SWCs (organization management) : Because the department and person in charge of SWC's staff performance assessment are not functioning in SWC, SWC have been unable to place competent staff in appropriate post. It is a cause of inefficiency of work. SWC should establish a system to place their staff with assessment of the performance and capacity. In addition, although the departments responsible for planning and monitoring have been established in all three states, monitoring has not been implemented in accordance with the state development plan (strategic plan). It is also necessary to strengthen capacity such as process management and budget management of water supply projects in each state.

C. Employment Sector

(1) Continuation of SEEC / Establishment of St-CVTA (State Labour Office)

State Labour Office shall continue organizing SEEC meetings after the project. State Labour Office's critical role for vocational training is to coordinate among the training providers and other stakeholders. Professional officer for vocational training is limited in Darfur, thus supportive coordination among the stakeholders is very important. After the SMAP-II, SEEC shall monitor the progress of the Darfur Vocational Training Policy & Strategy and the 3-year vocational training plan developed by the training providers. St-CVTA establishment is under the process in each state. State Labour Office's lobbying activities is expected to facilitate the governmental

procedure.

(2) Ensuring the inclusiveness of Training (Technical Secondary School (TSS))

It is expected that TSS would contract with donors and NGOs for vocational training. TSS shall discuss deeply with the outsourcers about the training contents, reflecting the lessons learnt through SMAP-II, in particular equity and inclusiveness. These concepts are universal ideas and shall be introduced not only to the contract based vocational training courses but also to their normal education services at secondary school.

(3) Enhancing Training through Cooperation between TSS and Craftsman union

Combining the skills and knowledge of the two parties (TSS and Craftsman union) would enhance each other's' training. TSS has strength in systematic training while SMEs have strength in practical skills. Internship for trainees is one of the best opportunity for the two to work together. SMEs through CU host internees and TSS provides training to the SMEs. This collaboration can enhance both parties effectively.

(4) Promoting Women's Empowerment through Vocational Training and Partnership/ Networking (Women Union)

Women Union's strong network shall be utilized for vocational training, in particular, access for initial capital through the cooperation with microfinance institution. It is also recommended to develop training course in collaboration with microfinance. It is also important not limit the formula "vocational training = income", rather multiple functions that vocational training can bring shall be considered to maximize the impact for the participants. (Ex. SMAP-II women training motivated women to attend literacy classes because they wanted to understand the recipes.)

(5) Supporting the Pioneering Firms' activity & scaling up (Craftsman union / Pioneering Firms)

Some participants of the pilot training Human Resource Development at SMEs have started sharing their knowledge with the others. Their initiatives shall be also appreciated as part of Craftsman union's activity and facilitate their networks to expand. The Pioneering Firm Certification shall be applied in other business areas. The certification system has promoted the contract-based apprenticeship. This system is proved to be not only good for business expansion but also for the SMEs to fulfil their social responsibilities. During the pilot period, the certification system was applied in 2 business areas: automotive and welding. Introducing the system to the other business areas would enlarge the impact.

(6) Enhancing negotiation with the development partners (State Labour Office / Training Providers)

It is expected in Darfur that various donors and NGOs will seek for training providers to contract. These agencies are not necessarily professional in terms of vocational training. Those who have worked through the SMAP-II as training providers shall not just take the training plan as it is but suggest positively the best way to improve the training starting from the planning stage. Their lessons learnt such as: know-how to link training to employment, consideration to the equity/ inclusiveness/ self-esteem, and networks of the training providers; are also valuable information for the outsourcers.

(7) Strengthen Relationship with the Federal Government (SCVTA / Ministry of Labour) and Federal Unions (Federal Craftsman union, Women Union, etc.)

Promoting vocational training in the States requires good system. Policy and guidelines developed through SMAP-II shall be implemented in cooperation with SCVTA and Federal Ministry of Labour. Both parties (federal and state) shall maintain periodical communication to share information. The federal craftsman union have a large stake over the apprenticeship guideline and human resource development pioneering firm certification system. At State level, it is only Darfur

who have the vocational training policy & strategy and action plan. SCVTA shall consider the three Darfur states as advanced example and start scaling the Darfur model to the other states, jointly with the federal unions and private sector.

D. Project M&E Sector (SMOF)

(1) Securing the state budget for the 3-year plan

It is vital that SMOF and implementing agencies secure project budget for the 3-year plan in accordance with the procedure of local component application and disbursement. In order for this to happen, it is important to promote information sharing and understanding between SMOF and implementing agencies on securing project budget and its procedure, utilizing M&E committee. Supervision and leadership of State Secretary General and FGC are also essential to secure the budget for the 3-year plan.

(2) Monitoring and evaluation for the 3-year plan by SMOF

It is expected that SMOF will expand its monitoring and evaluation activities to various state projects in the future. In addition to the expansion of monitoring and evaluation, SMOF should also ensure that M&E activities are steadily conducted, making the most of coordination which is strengthened by SMAPII activities. It is also essential that SMOF and implementing agencies make necessary institutional arrangement to systematically conduct M&E for the 3-year plan, including appointing person in charge of M&E for the 3-year plan.

(3) Improvement of M&E quality and strengthen M&E support policy

M&E system strengthened by SMAPII is introductory one since it targeted SMOF which did not have much M&E experience. It is important to continuously improve as it gains more experiences. Notably, clarification of causal relationship between monitoring results and project output is crucial. For example, it is important to clarify whether and how monitoring result contributed to increase of project output. Such clarification can contribute to bring out M&E support policy from policy makers.

(4) Strengthen of the coordination with Federal Ministry of Finance (FMOF)

It is recommended that FMOF and SMOF hold regular meeting and coordinate to establish the national standard of the evaluation of public services.

4. Monitoring Plan from the End of the Project to Ex-post Evaluation

(1) Holding regular stakeholder meeting

Through SMAP-II activities, implementing agencies have gained basic knowledges and skills to provide public services considering peacebuilding aspects. Also, they express strong commitment toward future plan and expansion of public services utilizing the experiences gained in SMAP-II. Achievement of the Overall Goal highly depends on their commitment and actions. Encouragement and support by JICA can play an important role for them to maintain their commitment and effort. Thus, it is recommended to hold an annual stakeholder meeting to monitor their activities and encourage further effort. In this case, it is suggested that JICA Sudan office staff visit state capitals and hold annual meeting so that more C/Ps can participate with less costs.

(2) Bridging the state Government and donors

Coordination with donors can bring bigger output in the future plan. It is recommended that JICA serves as a bridge between State Government and Donors by appealing to the ability of C/Ps and their achievement of SMAP-II. For this to happen, it shall be considered to make PR documents to appeal to the ability of State Government by the end of SMAP-II.

ADDITIONAL DOCUMENT

Results of the Pilot Project (Water & Sanitation Sector): “Safe and peaceful drinking water supply project through water yard construction”

In SMAP-II, seven types of pilot projects were implemented in three Darfur states in four sectors (health, water, employment, and project M&E sectors). As for the water sector, 2 types of pilot projects were implemented; one is rehabilitation of water yards (total 36 sites) and another is construction of new water yards (3 sites). These pilot projects were agreed on completions at JCC in February 2019, except for the new water yard construction project.

Due to the delay in the construction work for new water yard, the SMAP-II has extended the project period. The construction work completed in October 2019, after which the condition of the water yard was monitored during the one-year defect warranty period, and finally the pilot project was completed in October 2020. SWCs in the three target states organized completion seminars to discuss the final achievement of the water sector and confirm that the water sector achieved the project purpose. This section explains the results of the pilot project of new water yard construction as additional document to supplement preceding parts of the Project Completion Report.

1. Outline of the Pilot Project

The outline of the pilot project of new water yard construction is shown in the table below.

Table A1: Outline of the pilot project

Project Title	The Safe and Peaceful Drinking Water Supply Project through Water Yard Construction in Darfur
Project Sites	1. North Darfur State (Um Homeed Village, Um Kadada Locality) 2. South Darfur State (Wad Hajam Village, Alradoom Locality) 3. West Darfur State (Slecaa Village, Jabal Moon Locality)
Project Period	Planned: April 2016 to March 2018 (defect warranty period was not included) Actual: April 2016 to October 2020 (including defect warranty period)
Implementing Agency	State Water Corporation (SWC) in three Darfur States
Responsible Person:	Director General of SWC (Project Director) of each state
Contractor	SIPCO for Engineering & Trade and Services
Beneficiaries:	Residents in target communities (about 10,000 people)
Overall Goal:	Proportion of population using an improved drinking water source is increased to 70% in rural area of three Darfur states by 2020 (national target)
Objectives:	1. Three water yards are newly constructed in target communities. 2. Knowledge of community people on hygiene and equitable use of water are improved. 3. New water yards are properly managed and operated by operators.
Activities:	Three water yards are newly constructed in three states. As well as above rehabilitation project, an educational program is also provided. Major

	<p>activities are:</p> <ol style="list-style-type: none"> 1. Site survey of potential areas (topography, geology, existing water facility, community profiling, etc.) and site selection 2. Introducing Project contents to the target community people 3. Conducting geophysical exploration survey (2D electrical resistivity) 4. Designing and cost estimation of water yard construction 5. Tendering contractor 6. Constructing water yard (to be contracted out to private company) 7. Supervising construction work by SWCs 8. Conducting WASH education for community people (O&M, Sanitation management, water-saving, promotion of the water tariff payment, etc.) 9. Instructing operators about O&M of water yard 10. Monitoring the defect of the constructed water yards
Implementation Arrangement:	<ol style="list-style-type: none"> 1. Project Director (SWC Director General) Supervision of the whole project activity, budget arrangement, and the staffing 2. Project Manager (SWC, Director of Rural Water Administrative) Management of the locality staff, Supervision of the activities 3. Deputy Project Manager (SWC, Director of project planning and Implementation) Planning the Pilot Project (construction work), preparing tender documents 4. Project implementing team Supervising construction work, WASH education for the community, reporting 5. DWSU Coordination of consistency between federal and state water policy, implementation of the training for SWC staff 6. State Ministry of Health Collaboration with SWC for the WASH education (mainly hygiene) for target communities 7. State Ministry of Finance Monitoring and evaluation of the Pilot project, allocation of a part of project budgets
Total Cost:	USD 331,190 (including construction delay penalty for contractor ▲USD 6,759)

2. Results of the Project

A. Activities in the Pilot Project

The results of each activity planned in the pilot project are summarized in the table below.

SMAP-II highly considered transparency and accountability in implementation of the pilot project. SWC has been reporting the selection process of the target area and the progress of water yard construction through the community meetings.

Table A2: Results of activities in the water sector (pilot project)

Activities	Remarks
1. Prepare pilot project plan	• The preparation of the pilot project plan was started in May 2015

for water yard construction	<p>and completed in October 2015. The plan was developed in collaboration with counterparts.</p> <ul style="list-style-type: none"> • The plan was approved by the 2nd JCC and SMOF committed to the execution of part of the budget as a local component. • The planning document is included in a separate volume of this PCR (DVD).
2. Select target community base on the selection criteria	<ul style="list-style-type: none"> • In 2016, a total of 3 sites (one for each state) for construction were selected based on criteria. • Selection criteria and procedures are included on a separate volume of this PCR (DVD).
3. Establish the implementation structure for the pilot project including WASH	In 2015 SWC established a project management team, implementation team and it was functional under the supervision of DG during the project period.
4. Conduct baseline survey for the targeted community	<ul style="list-style-type: none"> • Baseline survey was completed in 2017. • Base-line survey report is included on a separate volume of this PCR (DVD).
5. Conduct pilot project with consideration of conflict prevention (water yard construction)	<ul style="list-style-type: none"> • SMAP-II made a contract with SIPCO for Engineering & Trade and Services (hereinafter SIPCO) in August 2017. • Since starting, SIPCO faced many problems and the construction is largely delayed. As a result, even after the completion of other project activities (February 2019), the construction work continued for an extended period. • Construction work has completed in October 2019. • After a defect inspection one year later, the pilot project was completed in October 2020.
6. Monitor the pilot project with community participation	During the project, SWCs maintain meeting with Community Water Committee to discuss progress, issues and its countermeasures of water yard construction work.

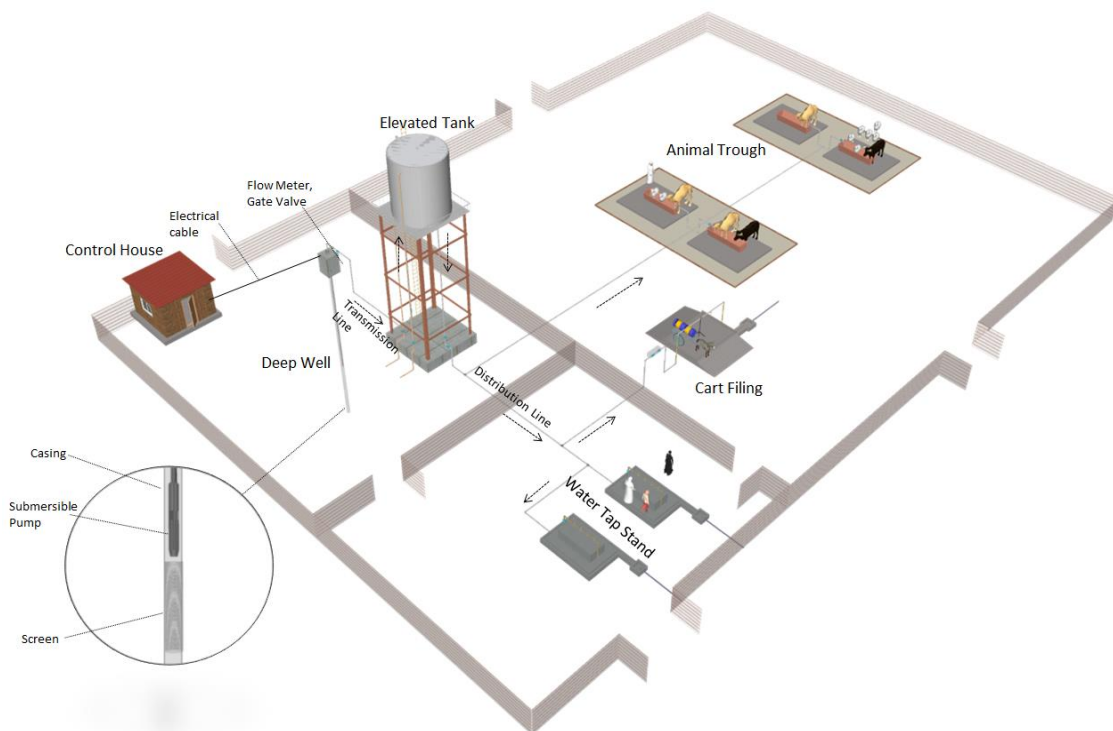
B. Outline of Facilities and Current Status

(1) Outline of the facilities

The outline and main facilities of water yards in each state are shown in next page. As for details on each water yard, refer to the “Water yard Construction Completion Report” (included on a separate volume of this PCR).

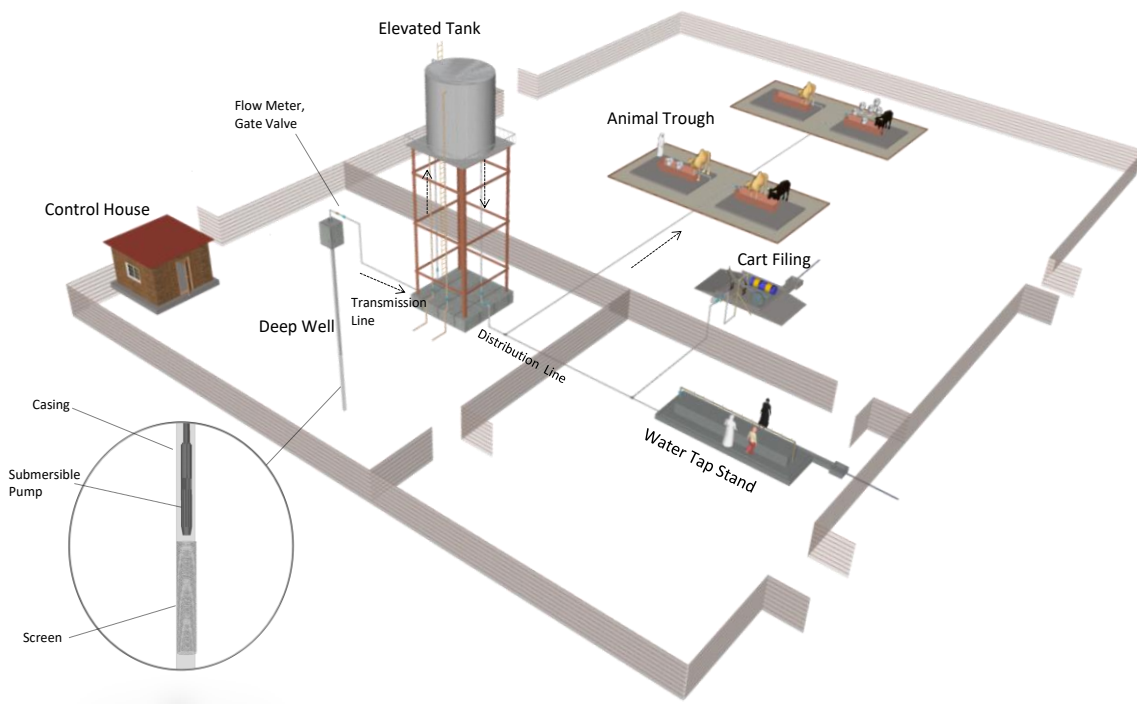
Outline and Facilities of the Water Yard in North Darfur State

Name of Water Yard	Um Homeed Water Yard
Location	Um Homeed Village, Um Kadada Locality, North Darfur State
Coordinate	N 13.451915° E 27.263008°
Client of the Construction	Koei Research & Consulting Inc. Project Name; SMAP-II (Project for Strengthening Peace through the Improvement of Public Services in Three Darfur States)
Contractor	SIPCO for Engineering & Trade and Services
Date of the Contract	30 th August 2017
Period Construction	31 st August 2017-22 nd , October 2019
Defect Warranty Period	31 st October 2019-30 th October 2020
Basic Component	<ol style="list-style-type: none"> (1) Deep Well: 8 5/8", 98.0m SWL: 81.35m, DWL: 93.57m (4.0m³) (2) Pumping Unit: Submersible Pump (2.2 kW, 3.6m³/h, H=98m, Pump setting depth 94 m), Riser pipe (GI pipe ASTM 2"), Control Panel, (3) Power Unit: Generator, 22kVA, 18kW, 50Hz, 400V, 3phase (4) Transmission line: GI pipe ASTM 3" (5) Elevated Tank: Cylinder steel type, 50m³ (6) Distribution Line: GI pipe ASTM 3" (7) Water Tap Stand: 10 taps type x 2 (8) Cart filing: 2 valve type (9) Animal Trough: 4 troughs, Slab floor, Gravel Layer



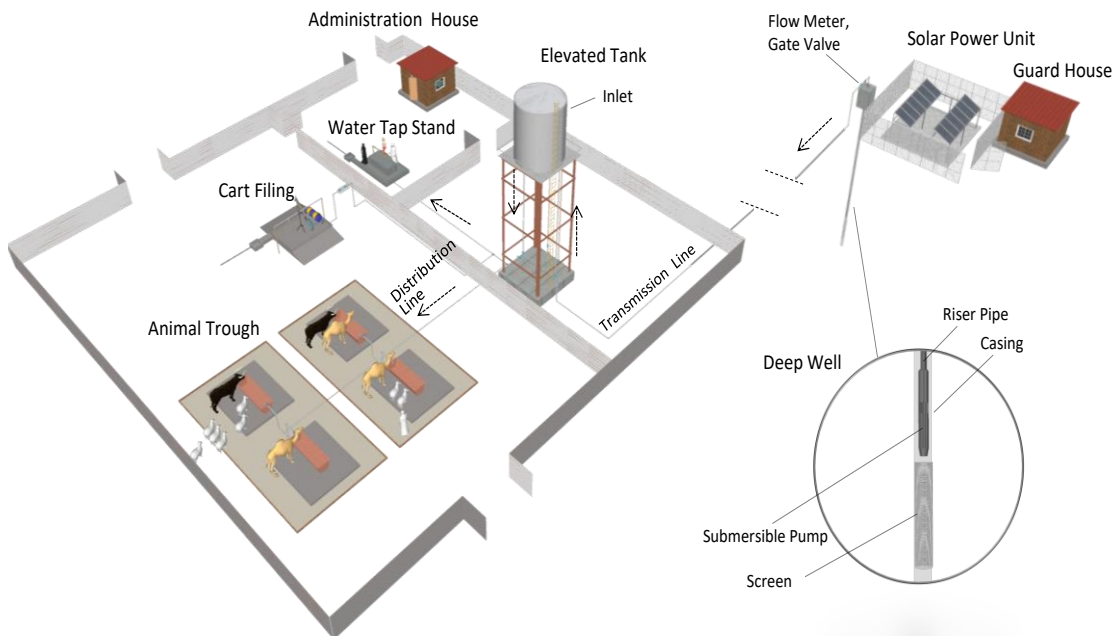
Outline and Facilities of the Water Yards in South Darfur

Name of Water Yard	Wad Hajam Water Yard
Location	Wad Hajam Village, Alradoom Locality, South Darfur State
Coordinate	N 10.711409° E 24.707569°
Client of the Construction	Koei Research & Consulting Inc. Project Name; SMAP-II (Project for Strengthening Peace through the Improvement of Public Services in Three Darfur States)
Contractor	SIPCO for Engineering & Trade and Services
Date of the Contract	30 th August 2017
Period Construction	31 st August 2017-25 th October 2019
Defect Warranty Period	31 st October 2019-30 th October 2020
Basic Component	<ol style="list-style-type: none"> (1) Deep Well: 8 5/8", 365.8m SWL: 78.73m, DWL: 81.56 (19m³/h) (2) Pumping Unit: Submersible Pump (7.5kW, 18m³/h, H=108m, Pump setting depth 94m), Riser pipe (GI pipe ASTM 3"), Control Panel, (3) Power Unit: Generator, 33kVA, 26.4kW, 50Hz, 400V, 3phase (4) Transmission line: GI pipe ASTM 3" (5) Elevated Tank: Cylinder steel type, 50m³ (6) Distribution Line: GI pipe ASTM 3" (7) Water Tap Stand: 24 taps type (8) Cart filing: 1 valve type (9) Animal Trough: 4 troughs, Slab floor, Gravel Layer



Outline and Facilities of the Water Yards in West Darfur

Name of Water Yard	Sleeaa Water Yard
Location	Sleeaa Village, Jabal Moon Locality, West Darfur State
Coordinate	N 13.998370° E 22.621293°
Client of the Construction	Koei Research & Consulting Inc. Project Name; SMAP-II (Project for Strengthening Peace through the Improvement of Public Services in Three Darfur States)
Contractor	SIPCO for Engineering & Trade and Services
Date of the Contract	30 th August 2017
Period Construction	31 st August, 2017-29 th , October, 2019
Defect Warranty Period	31 st October 2019-30 th October 2020
Basic Component	<ol style="list-style-type: none"> (1) Deep Well with Submersible Pump: 8 5/8", 41m, SWL: 3.0m DWL:31.8m (7m³/h) (2) Solar Power Unit: Solar Panel:150W x 12pcs, Control Panel, (3) Transmission line: HDPE 4", 600m (4) Elevated Tank: Cylinder steel type, 50m³ (5) Distribution Line: GI pipe ASTM 3" (6) Water Tap Stand:10 taps type (7) Cart filing: 2valve type (8) Animal Trough: 4 troughs, Slab floor, Gravel Layer



(2) Current status of the facilities

Although the water yards construction has been completed in October 2019 in three Darfur States, the project has monitored the condition of the facilities in the defect warranty period from the end of October 2019 to the end of October 2020 for 1 year. As a result, some defects have been reported from each State in the defect warranty period. However, it has been confirmed that each water yard is functioning properly as of October 2020 by responding to each SWC and contractor concerned. The defects occurred in each water yard and the correspondence by January 2021 (at the time of writing this chapter) are as follows.





Table A3: Defect and problems in the defect warranty period

Facility	Defects and problem	Responsible party		Correspondence		
		SWC	SHIPCO	Method	Date	Remarks
North Darfur State						
Control Panel	Malfunctioned due to failure (22 December 2019)		○	Replace	25 December 2019	The equipment was replaced, but the voltage / ammeter was not attached. Thus, the project requested the contractor to replace it again.
Water Tap	Three (3) water taps were damage (30 January 2020)	○		Replace	15 February 2020	SWC replaced the water taps with spares provided by the contractor.
Contractor	-		○	Replace	12 September 2020	The contractor replaces it with a new control panel with a voltage/ammeter.
South Darfur State						
Water Taps	Tow (2) water taps were damaged (25 January 2020)	○		Replace	5 February 2020	SWC replaced the water taps with spares provided by the contractor.
Elevated Water Tank	A small amount of rust is mixed in the water (31 August 2020)	○		Anti-rust painting in the elevated water tank	10 October 2020	SWC painted the inside of the elevated water tank to prevent further rust.
West Darfur State						
Elevated Water Tank	Leakage from the joint between the elevated water tank and the distribution pipe (22 January 2020)		○	Repair	20 February 2020	SWC repaired it since it was minor trouble.
Solar power Unit	The power cable connecting the solar panel and the submersible pump is	○		Replace	9 January 2021	SWC replaced the power cable because it was disconnected by an unidentified person.

	disconnected (15 July 2020)					At the same time, the water leaking ground pipe that had also repaired by SWC.
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The main defects occurred in the defect warranty period are the malfunction of the control panel in North Darfur State and the solar power cable disconnection in West Darfur State. In particular, the replacement of the solar power cable in West Darfur was delayed due to floods and deterioration of the security on the access route. After the improvement of security, the solar power cable was repaired by SWC on 9 January 2021.

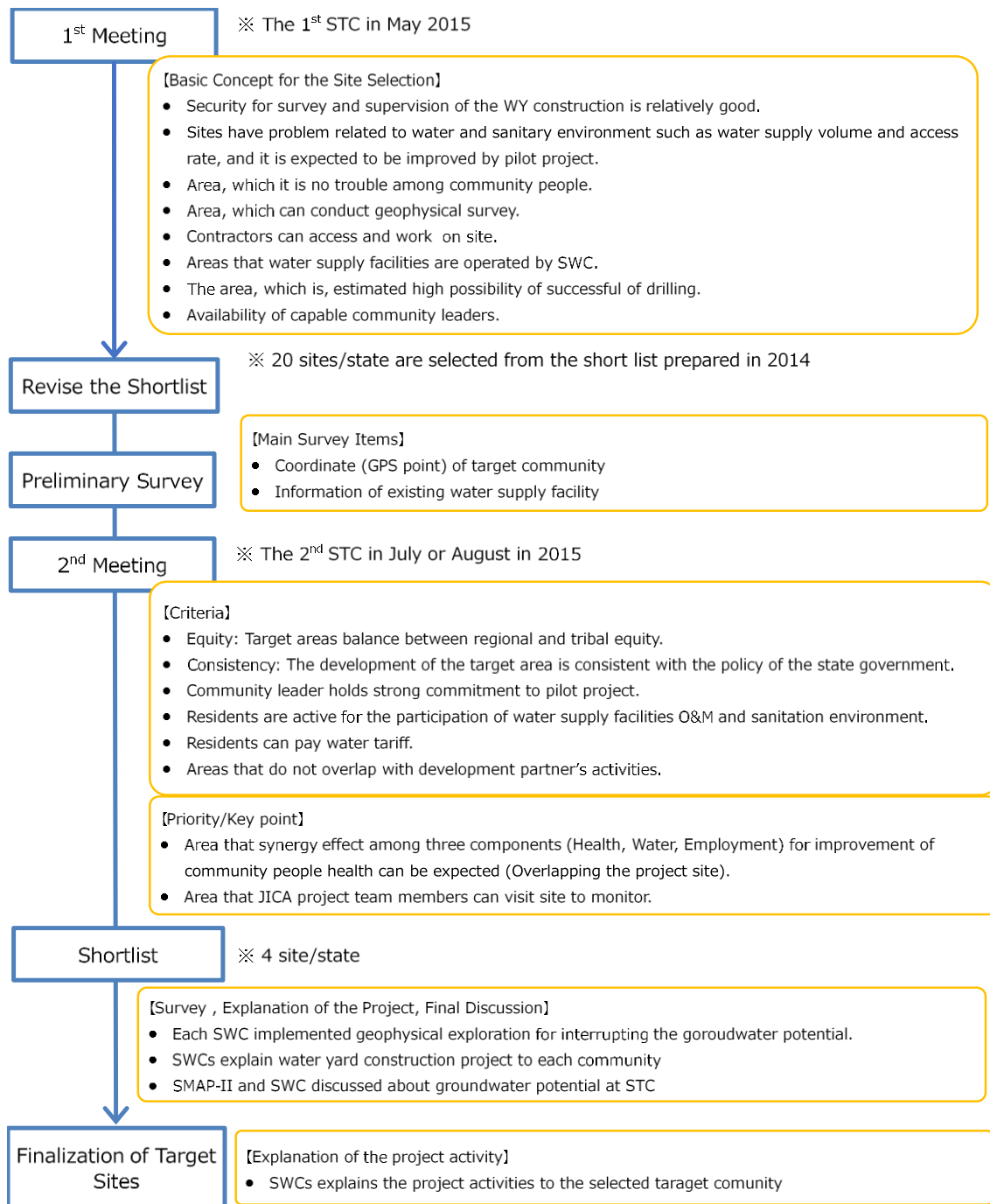
Photo A1: Construction work of new water yards in three Darfur states

Construction work	Completed water yard	Correspondence in defect warranty
 Borehole drilling, ND	 Water yard, ND	 Control panel replacement, ND
 Borehole drilling, SD	 Water yard, SD	 Water tank anti-rust repairing, SD
 Borehole drilling, WD	 Water yard, WD	 Power cable replacement, WD

3. Achievements of the Pilot Project

(1) Transparency and accountability in planning and implementing of the pilot project

For selecting the target areas of water yard construction, SMAP-II proceeded with it in consideration of criteria such as groundwater potential, safety & security, water scarcity and fairness. Furthermore, in order to ensure transparency and accountability, SMAP-II held at least two public briefings and implemented a water yard construction project after consensus building with target communities. The process for the target site selection is shown in the figure below.



Consensus building with community

Fig. A1: Process for the target site selection

(2) Relationship between community and SWC

SMAP-II conducted interview surveys with target community representatives in November 2019 just after the construction of the water yard, and in November 2020 after the defect warranty period. The survey was focused on the reliability of water supply services provided by the SWC, and communication between the SWC and the target communities. The results of the interviews in each state is shown in table below.

The supply of clean and sanitary water is indispensable for improving the lives of residents. Residents are very pleased with the increase in water supply through the construction of new water yard. This result has led to a survey result that increases the reliability of SWC. Several factors affect the increase in public trust in government agencies. When service needs are very high, such as in the water sector, meeting those needs can greatly improve trust. The survey also found that communication between SWC and the community was significantly improved. The water yard construction work was delayed for various reasons, but SWC has been working together to solve the problem in consultation with the community each time. It is considered that such actions contributed to the improvement of communication.

Table A4: Result of the 1st interview in November 2019

No.	Question	Answer from communities			
		ND	SD	WD	AVG.
1. <u>Reliability</u> of water supply services provided by the SWC (1. Strongly disagree 2. Disagree 3. Agree 4. Strongly agree)					
(1)	Are you willing to ask SWC's support if you had some issues with the water supply?	4	4	4	4.00
(2)	Do you think SWC provides the water supply service to reach more vulnerable people (IDP, fatherless household, returnee, etc.)?	4	4	4	4.00
2. <u>Communication</u> between the SWC and the community (1. Strongly disagree 2. Disagree 3. Agree 4. Strongly agree)					
(1)	Do you think communication between your community and SWC increased by site visits?	4	4	4	4.00
(2)	Do you think you have a chance to express your opinions to SWC at planning the public service water supply projects through town meetings, site visits, etc.?	4	4	4	4.00
(3)	Do you think you have a chance to express your opinions to SWC at implementing stage of the public service the water supply projects through town meetings, site visits, etc.?	4	4	4	4.00

*** Reason for answer:

- The Water Committee and the SWC Locality Office are now able to communicate smoothly.
- The Water Committee and SWC cooperate in improving the environment of water supply facilities.
- Community people feel that the voices of residents have become easier to reach SWC.

The 1st interview survey was conducted with several members of each water committee after the open ceremony of the water yards in each State. Since it was just after the construction of the water yards, water committee members highly evaluated the reliability and communication with SWC. On the other hand, in the 2nd interview, although the community's evaluation in North and South Darfur State maintained high ratings, communication with SWC was evaluated slightly low (3.3/4 point) in West Darfur due to malfunction (cutting power cable) of water yard at the time of survey of November 2020. The water yard in West Darfur is properly functioning after SWC

replaced the disconnected power cable in January 2021.

Table A5: Result of the 2nd interview in November 2020
(One year after the construction of the water yard)

No.	Question	Answer from communities			
		ND	SD	WD	AVG.
1. <u>Reliability</u> of water supply services provided by the SWC (1. Strongly disagree 2. Disagree 3. Agree 4. Strongly agree)					
(1)	Do you trust SWC as your water supply service provider?	4	3	3	3.33
(2)	Do you think that SWC provides water supply services considering vulnerable groups such as IDPs, returnees, mothers and children?	4	4	4	4.00
2. <u>Communication</u> between the SWC and the community (1. Strongly disagree 2. Disagree 3. Agree 4. Strongly agree)					
(1)	Do you think communication between your community and SWC increased by site visits?	4	4	2	3.33

(3) Access to clean water

The new water yards have significantly improved the water access in each target community. Before the water yard construction, in order to fetch water, the people of Um Homeed village in North Darfur State spent three (3) hours, and the people of Wad Hijam village in South Darfur State and Sleavea village in West Darfur State spent two (2) hours. With the construction of the water yard, it is reported that the water fetching time is being less than 10 minutes in all target areas. Based on the operation hour, the amount of daily water supply by each water yard is at least estimated to be 48m³/day in Um Homeed, 228m³/day in Wad Hijam and 50m³/day in Sleavea.

Table A6: Access to clean water

State	Target Village	Water Fetching Time		Approximate Daily Water Supply Volume
		Before Water Yard Construction	After Water Yard Construction	
North Darfur	Um Homeed	3hour	Less than 10 minutes	48 m3/day
South Darfur	Wad Hijam	2hour		228 m3/day
West Darfur	Sleavea	2hour		50 m3/day

According to the result of the 1st interview with the water committee in each target, residents in all target areas were highly satisfied with the amount of water supply. For interviews with the water committee about the reasons for the satisfaction of the residents and the indirect positive effects, the following answers were reported

- Previously, there were only hand-dug wells, hafeer (reservoir), or far located water supply facilities. However, a new water yard was constructed nearby the community, and residents are able to use more water.
- Since the time to fetch water is less than 10 minutes, residents can spend more time on their jobs and housework.

(4) Improvement of sanitation and hygiene (WASH) in target communities

In order to improve Sanitation and Hygiene, SMAP-II and each SWC addressed the following two (2) activities in the target areas of the water yard construction.

● Separation of water points between humans and livestock

SMAP-II design multiple water points for humans and livestock. Furthermore, to prevent water pollution by livestock, SMAP-II separated each water point with chain-link fences. Details are shown in the layout of the water yard.

● Implementation of the WASH training

To improve the awareness of residents on sanitation and hygiene, in 2019, SWC conducted WASH training in each target area at the same as Operation & Maintenance training and peace education, as part of the water yard construction project. In this WASH training, 18 residents in North Darfur State and 23 residents in West and South Darfur State were participated.

The followings are results of interviews with representatives of each target community, which is conducted in November 2019 just after the completion of the water yard construction. The survey found an increase in residents' awareness of hygiene such as people prefer using water yards than unimproved water like hand-dug wells and hafeer.

Table A7: Result of the interview with target communities on water sanitation

Question	Answer from target communities			
	ND	SD	WD	AVG.
1) Comparing with three (3) years ago, do you think community people who prefer using water yards than unimproved water such as hand-dug wells and hafeer increase? (Yes/No)	Yes	Yes	Yes	-
Reason for answer: <ul style="list-style-type: none"> Residents began to use the water yard due to the increased water supply. The water yard is easier for residents to use because the water fetching point for residents and livestock have been separated. Because the residents can fetch water for a long time from new water yard Residents have become conscious of preventing aquatic water-borne diseases such as diarrhea. 				
2) Are you more satisfied with the sanitary environment around water yards? (Yes/No)	Yes	Yes	Yes	-
Reason for answer: <ul style="list-style-type: none"> The area around the water yard is kept cleaner than other water facilities because the water fetching point for livestock and residents are separated. 				
3) Do you think people and livestock use the same water point? 1: All of the time use the same water point 2: Some of the time use the same water point 3: Not very often use the same water point 4: Never use the same water point	4	4	4	4.00

(5) Professional development for SWC staff through implementation of the pilot project

As capacity development for each SWC staff on the water yard construction, the following 10 types of training were implemented based on the progress of the water yard construction. The contents of the training courses, evaluation of learning, and lesson learned through the water yard construction project are as follows

Table A8: Contents of the training courses, evaluation of learning, and lesson learned

Course title	Date	Venue	Skill & knowledge expected to be obtained
Groundwater Resources Development/ Geophysical	10/2016	DWSU	<ul style="list-style-type: none"> • 2D Electric exploration method groundwater development • Data processing and selection of the drilling point • Reporting the result of the 2D Electric exploration
			<p><Evaluation of leaning, lesson learned through water yard construction></p> <ul style="list-style-type: none"> ➤ SWC almost obtain the method of 2D electric exploration. However, there are still problems with the setting of survey line and array layout considering the topographical and geological conditions. ➤ SWC is able to process exploration data. However, there are still problems with well drilling points selection in consideration of existing exploration data. ➤ It is necessary to improve skills to create maps and drawings through practice.
Geophysical Survey (OJT)	1/2017	North Darfur, West Darfur, South Darfur	<ul style="list-style-type: none"> • 2D & Vertical Electric exploration method groundwater development • Data processing and selection of the drilling point by SWCs • Reporting the result of the 2D Electric exploration
			<p><Evaluation of leaning, lesson learned through water yard construction></p> <ul style="list-style-type: none"> • SWC almost obtain the method of 2D electric exploration. However, due to the lack of existing well data, it is not enough information to interpret the groundwater potential. Further information needs to be collected. • SWC is able to process exploration data. However, there are still problems with the application of the survey method (survey line, array layout, etc.) in consideration of the target depth.
Water Yard Design, Cost Estimation and Bid Documentation	2/2017	DWSU	<ul style="list-style-type: none"> • Designing the water yard considering the result of the survey and water needs. • Drawings of the water yard • Design of the water pipeline
			<p><Evaluation of leaning, lesson learned through water yard construction></p> <ul style="list-style-type: none"> • SWC has become able to generally design water yard reflecting the geophysical exploration results and needs surveys of target communities. • SWC has not yet been able to draw with CAD software • SWC has understood the concept of pipeline considering pressure loss, but it is necessary to learn more about how to use the software to create blueprints.
Preparation of the Technical Specifications for Water yard	5/2017	DWSU	Preparing the technical specifications for water yard construction to be described in the bid document
			<p><Evaluation of leaning, lesson learned through water yard construction></p> <ul style="list-style-type: none"> • SWC has obtained knowledge for preparing technical specifications for water yards taking into water supply population, well depth, natural conditions, estimated pumping volume, etc. However, it is required for more practice for documentations.
Water Yard Construction Supervision	8/2017	DWSU	Preparing the supervision plan for the water yard construction
			<p><Evaluation of leaning, lesson learned through water yard construction></p> <ul style="list-style-type: none"> • SWC understood the importance of the water yard construction supervision and has a construction supervision plan according to the natural conditions and SWC execution ability. • On the other hand, in the implementation of the water yard construction, SWC could not sufficiently deal with the delay in the construction period caused by the deterioration of security and the inadequacy of the contractor. Even in the time of

	planning, expected risks should be extracted in advance and countermeasures should be considered.		
Pumping Test Analysis	9 / 2017	West Darfur North Darfur	Analysing the pumping test data
	<Evaluation of leaning, lesson learned through water yard construction> <ul style="list-style-type: none"> • SWC has become able to analyse the pumping test data and reflect it in reports. • Meanwhile, there remains a problem with setting the test pumping volume and time for the actual work in the field. It is also required for continuing practical training and appropriate equipment preparation. 		
Drilling Supervision	10 to 11 / 2017	West Darfur North Darfur South Darfur	<ul style="list-style-type: none"> • Supervising the borehole drilling • Preparation of drilling report
	<evaluation of leaning, lesson learned through water yard construction> <ul style="list-style-type: none"> • SWC has become able to carry out borehole drilling supervision in general. • Meanwhile, at the time of implementation, a defect was occurred due to insufficient instructions from SWC to the field workers when installing the well casings. This has caused delays in borehole drilling in North Darfur State. Thus, it is required for more practical training. • It is also required for improving the information sharing about drilling samples and drilling progress data with the site. 		
Supervision of Superstructures (OJT)	12/2017	West Darfur North Darfur South Darfur	<ul style="list-style-type: none"> • Supervising the superstructures of the water yard • Inspecting the equipment and materials of superstructures
	<Evaluation of leaning, lesson learned through water yard construction> <ul style="list-style-type: none"> • SWC has obtained skills for pointing out problems to contractors regarding the construction of superstructures. • On the other hand, the construction period has been delayed due to repeated failures of materials and equipment, and re-construction due to unused reinforcing bars in concrete structures. It is required to assign engineers with sufficient experience and inspect materials and equipment multiple times. 		

(Training in extension period, after 2019)

WASH and O&M (OJT/TOT)	4 / 2019	West Darfur	<ul style="list-style-type: none"> • Maintaining the sanitation and hygiene in the water yard • Awareness promotion for the clean water use • Awareness promotion for water-saving and tariff payment • O&M of the water yard • Peace education / Fair water use
	9 / 2019	North Darfur	
4 / 2019	South Darfur		
<Evaluation of leaning, lesson learned through water yard construction> <ul style="list-style-type: none"> • As for the sanitary environment of the water yard, the training was effective because it was kept relatively clean even one year after the construction. • Residents' awareness of the use of safe and clean water was maintained even after the water yard cons, thus the training was effective. • Residents' awareness of fair water use was maintained even after the water yard cons and troubles over the water were not reported as of January 2021, thus the training was effective. • On the other hand, regarding O&M, although the facilities are well maintained, there are still many issues such as water supply monitoring, regular maintenance, and water tariff management. 			

Defect Monitoring and Inspection	11/2019	Rural Area in Khartoum State	<ul style="list-style-type: none"> • Monitoring of the defect in the warranty period • Defect inspection and reporting
	<p><Evaluation of leaning, lesson learned through water yard construction></p> <ul style="list-style-type: none"> • It can be said that North and South Darfur SWC was able to obtain the knowledge and skills because it was able to properly deal with defects. • On the other hand, due to deterioration of the security and natural condition, West Darfur SWC was not able to deal with a serious breakdown in which the water yard stopped for several months. It is necessary to take measures such as conducting regular inspections as a countermeasure against risks in advance. 		

(6) Sustainability of operation & maintenance of water yards

1) Policy and institutional aspects

Under the water law of each state and the National Water Policy of Sudan, the water yards located in rural areas are operated and maintained by the SWC Locality Office belonging to the Rural Water Administrative of SWC, and this system is expected to be continued in the future.

2) Operation and maintenance system of new water yard

In the pilot project, water yard construction project, SWC has developed the O&M system in the target area (refer to Fig. A2). After the construction of the water yard, SWC and water committees in each target area formulated Water User Rules which clarified the responsibilities of the SWC, water committees and water users, and it has agreed with representatives of each community. So far, SMAP-II has been strengthening the O&M system of water yard with the cooperation of SWC and the community in the 36 communities targeted by the water yard rehabilitation project. This also applied to newly constructed water yards. By continuing this O&M system, it is expected that the water yard will be operated sustainably.

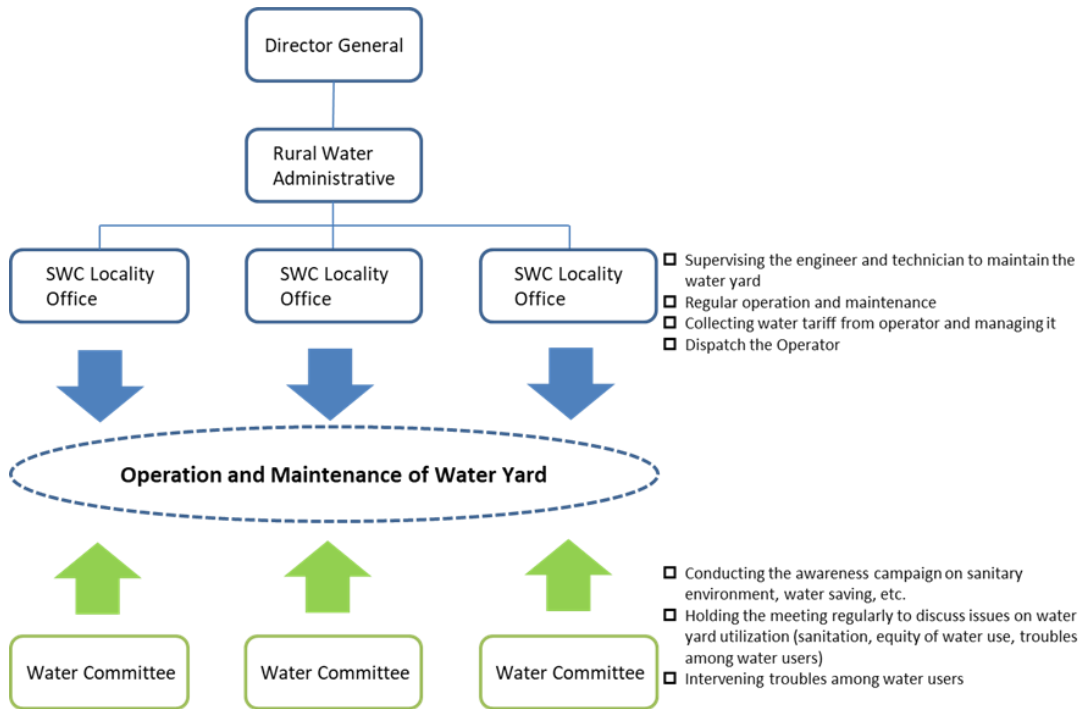


Fig. A2: Operation and maintenance system of the water yard in rural water supply area

At community level, water committee was formulated and functional. The members of the water committee in each target area are composed of the following members selected in consideration of various resident's types and participation of women. Although it varies from community to community, considering that committees are generally composed of community leaders and government officials, a certain degree of diversity is ensured at target communities. This will enable water yard operations that reflect the voices of various users.

Table A9: The membership of water committee in target communities

Type of the Resident	Number of Water Committee Member		
	South Darfur Wadi Hajam	North Darfur Um Homeed	West Darfur Sleeaa
Community leader (Omda, Shakh, etc.)	1	1	7
Agricultural farmer	3	9	2
Stock farmer	0	3	1
Health worker	1	1	0
Shop keeper	0	0	3
Civil management	0	0	2
Military	1	0	0
Traders	1	0	0
Teacher	2	1	0
Other community	1	0	0
Other type of residents	1	0	0
Youth union	1	0	0
Total	12	15	15
Male	10	12	16
Female	2	3	1
Female (%)	16.7%	20.0%	5.9%

3) Aspect on skills of the SWC for supervision of the water yard construction

For SWC, supervision of water yard construction was an area of inexperience. However, through the pilot project, SWC was able to gain a series of experience from design to completion inspection. In the pilot project, various problems arose, but SWC has taken the time to solve each problem one by one. In a sense, this lesson has improved SWC's ability to deal with problems that can occur in Darfur.

In the Darfur areas, a lot of water yards have been constructed by development partners. However, many of them have malfunctioned, despite only a few years has passed after construction. For example, in West Darfur State, around half water yards malfunctioned as of 2016. One of the causes of the water yard malfunctioning is quality management at construction. To deal with the above problem, SMAP-II has instructed SWCs on supervision of water yard construction and encouraged SWCs to participate in the supervision of the water yard construction by development partners and other organizations. SWCs are also concerned about the quality of water yards, and it is expected that SWCs are going to participate in the construction supervision of water yards constructed by development partners. And it is considered that the accumulation of experience will lead to further strengthening of SWC's capabilities.

4) Communication skills with community

To ensure the transparency of the water yard construction project as a public service and obtain reliability from beneficiaries, SMAP-II has been building a cooperative system with the target community. In implementing the pilot project, SMAP-II held multiple project briefings. Furthermore, before the construction of the water yard, a partnership agreement was signed with

the representatives of each community to agree on the cooperation and the operation and maintenance after the construction. This approach is highly evaluated by both SWC and the target communities for the construction of a new water yard construction, and it is likely to continue after the completion of SMAP-II.

5) Aspects on Financing

Although the water supply facilities of rural areas in Sudan is often malfunctioned due to the scarcity of water tariff revenue and subsidies from the State Government, target water yards of SMAP-II are properly functioning as of January 2021. In the year after the completion of the water yards, external factors such as significant inflation, political changes, and the spread of COVID-19 occurred. As a result, problems such as a delay in the provision of spare parts and fuel to the water yard by SWCs. In terms of response to these problems, water committees temporarily collected funds from the residents and secured the fuel for the water yard operation in SMAP-II target site. Basically, each SWC Locality Office should operate and maintain water yards in any case, but if an unexpected problem occurs, it is expected that water yards will be operated by the community because the water supply is a most critical lifeline. Meanwhile, in order to supply safe and clean water in response to various risks in the future, it is necessary to strengthen the O & M system by SWC.

4. Key Factors Affecting Implementation and Outcomes

(1) Negative factors

The most critical issue of the water yard construction project was a delay in the schedule of the well drilling and superstructure construction. The negative factors that caused the delay of the schedule are as follows.

1) Internal Factors

The main internal factors that caused the delay in water yard construction are as follows.

Table a10: Internal factors of delay in the water yard construction

Internal Factor	Contents	State
1. Capacity of the contractor		
Procurement and mobilization of materials & equipment	Mobilization of drilling machine and materials construction site was delayed by more than one month	North Darfur South Darfur West Darfur
Mismatching of the materials	Gravels, casing, conductor pipes, drilling bit for well construction were not satisfied with technical specifications	North Darfur South Darfur West Darfur
Well Drilling	The drilling machine repeatedly defected during the well drilling.	North Darfur South Darfur West Darfur
The mistake of casing installation	Due to the mistake of the casing installation, the contractor re-drilled the well.	North Darfur
Electric Login	Due to insufficient preparation, electric logging was delayed	North Darfur
Defect of the equipment for construction	The welding machine, mud pump, and the truck for the transportation of the materials repeatedly defected	South Darfur
Financial shortage	Construction works were often interrupted due to a lack of contractor funding	North Darfur South Darfur

		West Darfur
Defect of the concrete slab	Since reinforcing bars were not used in the concrete slab, and the water tap stand was re-constructed.	West Darfur
2. Stakeholder communication		
Drilling procedure	Inappropriate drilling work occurred due to a lack of instructions to the site, and well drilling was delayed.	North Darfur South Darfur West Darfur
Difficulty of communication	Water yards were constructed in a location where it was difficult to contact by internet and telephone. As a result, SWC, contractor and SMAP-II were not able to communicate sufficiently, and it makes construction works delayed overall.	North Darfur South Darfur West Darfur
3. Management		
Allocation of technical staff	SWCs couldn't allocate appropriate staff for supervising the water yard construction. As a result, construction work was delayed due to insufficient management at the site.	North Darfur South Darfur West Darfur
Lack of understanding of contract details by contractors	The contractor did not fully understand the contract details such as the construction period, technical specifications and penalties. It took time to coordinate among stakeholders, which delayed the construction.	North Darfur South Darfur West Darfur
Decision of the drilling completion	Due to conflicts of interest among SWC and contractor for target depth of well drilling, water yard construction was suspended.	South Darfur

		
Defect of the Truck for Material Transportation (North Darfur)	Defect of the Drilling Machine (South Darfur)	Mistake of the Conductor Pipe installation (West Darfur)

2) External factors

The main external factors that caused the delay in water yard construction are as follows.

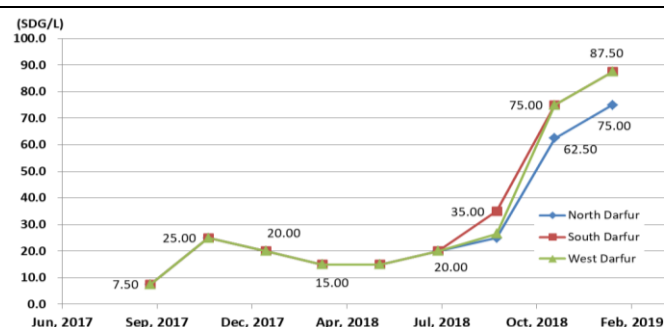
Table a11: External factor of delay in the water yard construction

External Factors	Contents	State
1. Destabilization of economy		
Procurement of materials & equipment	Due to the lifting of economic sanctions in October 2017, the exchange rate with foreign currency was destabilized. As result, imported materials and equipment were in short supply and difficult to procure in Sudan. Due to the shortage of cash of Sudanese pound	North Darfur South Darfur West Darfur

	nationwide, payment by the contractor for materials, equipment and labour costs were difficult.	
Fuel shortage and rising prices	From November 2017, it became difficult to secure fuel in Darfur. As a result, fuel required for transporting materials & equipment and operating air compressor could not be procured, and work stagnated.	North Darfur South Darfur West Darfur
2. Natural condition		
Prolonged rainy season	Since the rainy season has been longer than usual in Darfur areas, construction works were delayed especially well drilling due to the difficulty of heavy machines accessibility.	North Darfur South Darfur West Darfur
Flood in Wadi	Due to the heavy rain, the flood occurred in the wadi on the access route to the construction site. As a result, construction and inspection work was suspended several times.	West Darfur
3. Security and safety		
Occurrence of armed conflicts	Due to the armed conflict on the access route to the construction site, construction and inspection work were suspended several times.	West Darfur
Political instability	Due to political instability related to the political change that occurred in April 2019, access to the construction site was impossible to get to for several months.	North Darfur South Darfur West Darfur



Accessibility in Rainy Season
(North Darfur)



Market Price in Diesel in 3 Darfur

(2) Positive factors

The positive factors for the water yard construction project are as follows.

- Consensus building with community

By the partnership with the target community before the water yard construction projects, SWCs were able to obtain cooperation such as the safety in the construction site, provision of accommodation and workforces.

- Development of the water user rules

By complying with the water user rules developed by SWCs and the Water Committee water yards are properly maintained even one year after the completion of the construction.

- Awareness promotion activities related to fair water use

By selecting members of the water committees considering fairness, it became easier to hear the

voices of vulnerable groups and different types of residential groups. As a result, conflict over water has not occurred after water yard construction.

- Water yard design in consideration of sanitation & hygiene

By design dividing water points into humans and livestock, residents can use safe and clean drinking water. Furthermore, it has been reported that there has been almost no conflict with Nomads after the construction of the water yard.

- Cooperation with state governments

For fuel procurement of fuels for water yard construction, State Government prior issued a fuel procurement permit. As result, SMAP-II was able to mitigate delays in water yard construction.

5. Lessons Learned and Recommendations

The followings are lessons learned and recommendations presented at the completion seminar of this pilot project in November 2020.

(1) Water yard construction project

1) Selection of the contractor

Participation in bids of the contractor with low implementation capacity should not be allowed, even they submit the low price of construction cost estimations. Particularly, carefully consider the availability of drilling equipment and its maintenance status.

2) Compliance with the contract

The contractor critically lacked the understanding of the terms of the contract for water yard construction. As result, the installation of appropriate materials and the construction period were not strictly complied with by the contractor. The project should periodically explain the details of the contract to ensure compliance with it.

3) Inspection of the vehicles for the mobilization

In the water yard construction project, vehicles such as trucks transporting equipment repeatedly defected on the way to target sited and it caused a significant delay of the construction works. Not only materials and equipment but also the condition of vehicles should be confirmed in advance.

4) Defect of equipment and materials

Due to the lack of maintenance, equipment such as drilling machines, pumps, welding machines and generators failed many times. Since the repair of equipment in Darfur was difficult, most of the equipment was transported to Khartoum to repair. As result, it caused a significant delay in the project. Not only construction materials but also the condition of equipment maintenance should be inspected multiple times in advance.

5) Supervision of superstructures

Due to many construction failures and their correction, construction works were significantly delayed. To avoid construction failures, SWC should strengthen the supervision of the contractor.

6) Communication among stakeholders

Since the water yard construction sites were located at a far distance from State Capitals, the communication among SWC headquarters, SMAP-II office and the contractor was difficult. As a result, it took time to decide the policy such as the completion of well drilling and the change of the equipment specifications, which caused the delay of the construction period.

7) Intervention with staff allocation of the contractor

Well drillings in all sites were delayed due to a lack of knowledge and skills of the site manager

assigned by the contractor. SWC and SMAP-II should evaluate the ability of the site manager and recommend appropriate staff allocation as an employer.

8) Securement of sufficient budgets for the supervision

Each SWC should secure sufficient construction supervision budgets to correspond to unexpected circumstances such as delays in construction, prolonged rainy season, and deterioration of political and security conditions.

9) Support for establishing the water committee

SWCs supported establishing water committees before the construction of the water yard. As a result, the water committee also timely informed the situation of the security, well drilling and superstructure construction, which was very useful for project management.

10) Collaboration with water committees

Consensus building for the partnership with target communities contributed to water yards construction projects. The community residents provided a workforce and made efforts to monitor the theft of materials and equipment on site even at night, which had a positive effect on both SWCs and target communities.

(2) Operation and maintenance of the water yard

1) Capacity development of staff in the locality office and the operator

To sustainably maintain and operate water yards, SWC should train the staff in the locality office and the operator.

2) Establishing the communication system between water committees and SWCs

It is necessary to strengthen information sharing between the water committees and SWC, to timely grasp problems occurring in the water yards.

3) Revising the water price

It is necessary to revise the water price regularly considering the costs of the operation and maintenance for each water yards.

4) Developing the monitoring system

It is recommended that SWCs develop a monitoring system to maintain the water yards under the plan.

5) Introduction of alternative power sources

Other than a diesel generator, it is recommended to consider introducing alternative power source for water yard operation such as solar power units to minimize the cost of operation.

6) Standardizing the equipment and material

In order to reduce the cost and time for the procurement of consumables and spare parts, main equipment such as a generator should be standardized.

7) Developing the supply chains

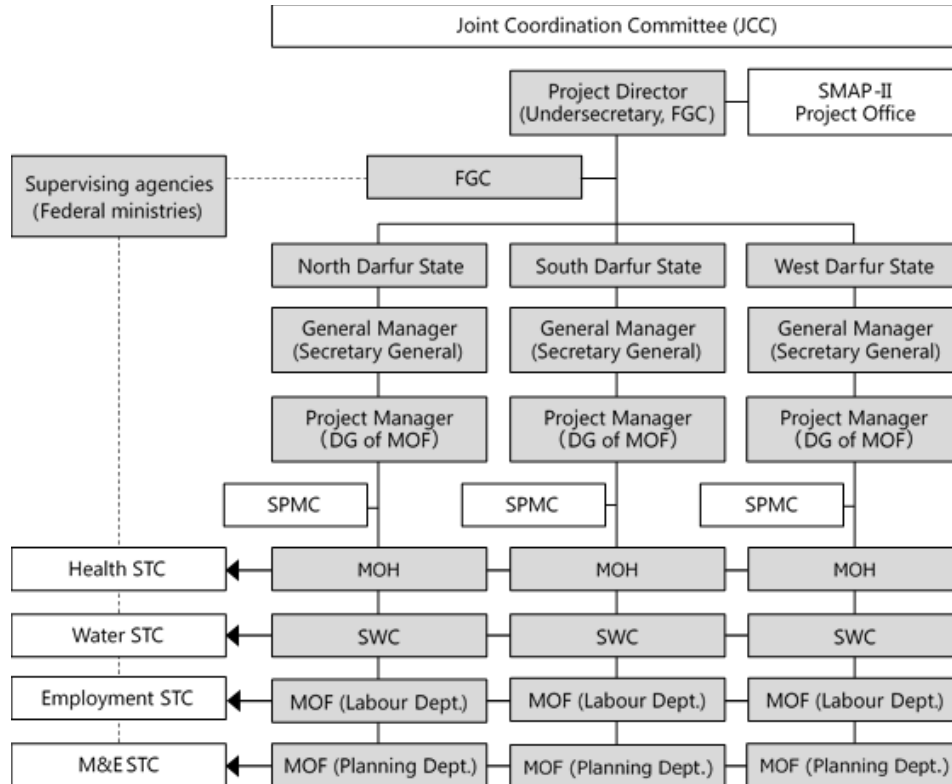
It is recommended that SWCs contract with a manufacturing company or an agency to quickly procure spare parts in response to a request from each water yard.

ANNEXES

- 1. Implementation Structure of SMAP-II**
- 2. List of Japanese Experts Dispatched**
- 3. Results of Training in Japan and Third Country**
- 4. List of Major Equipment Provided by SMAP-II**
- 5. List of Counterparts**
- 6. List of Contact Persons (contact address)**
- 7. R/D, M/M, Minutes of JCC**
- 8. List of Target Communities of the Pilot Projects and its Location Map**
- 9. References**

Annex-1 : Implementation Structure of SMAP-II

The project was overseen by Project Director (Federal level) and General Managers and Project managers of each state. At each implementing agency, a Management Team and Implementation Team were formed and responsible for implementation of the pilot projects.



FGC: Federal Governance Chamber, MOH: Ministry of Health, SWC: State Water Corporation, MOF: Ministry of Finance, STC: Sector Technical Committee, SPMC: State Project Management Committee, DG: Director General

Fig. 1: SMAP-II implementation structure

As SMAP-II is a multi-sector and multi-state project, complex management and good coordination among organizations is required. In this situation, Project Committees play a role of management of the project. These are;

- ① Joint Coordination Committee (JCC)
- ② Sector Technical Committee (STC): In each sector, total 4 STC
 - Health STC
 - Water STC
 - Employment STC
 - Project M&E STC
- ③ State Project Management Committee (SPMC): in each state, total 3 SPMC
 - SPMC North Darfur
 - SPMC South Darfur
 - SPMC West Darfur

These committees were established at beginning of the project and its responsibility and basic rules were articulated by “SMAP-II Regulations of Project Committees”. In addition to these three committees, State Ministry of Finance (SMOF) of each state established M&E committee as a body to monitor the SMAP-II pilot projects and other public projects.

Table1: Purpose of project committees

Project committee	Purpose and activities
Joint Coordination Committee	JCC is aimed to provide strategic direction to the SMAP-II partnership, coordinate among the various group working in the project, monitor progress, and advises on how to scale up efforts in order to meet the project goal. During the project period, JCC was organized 6 times.
Sector Technical Committee	STC aims to monitor and review technically the Pilot project and training programme in achievement of project goal. During the project period, STC was organized 60 times (15 times each sector).
State Project Management Committee	SPMC aims to supervise and harmonize the Pilot projects in each State in achievement of project goal. During the project period, SPMC was organized 6 times each state.

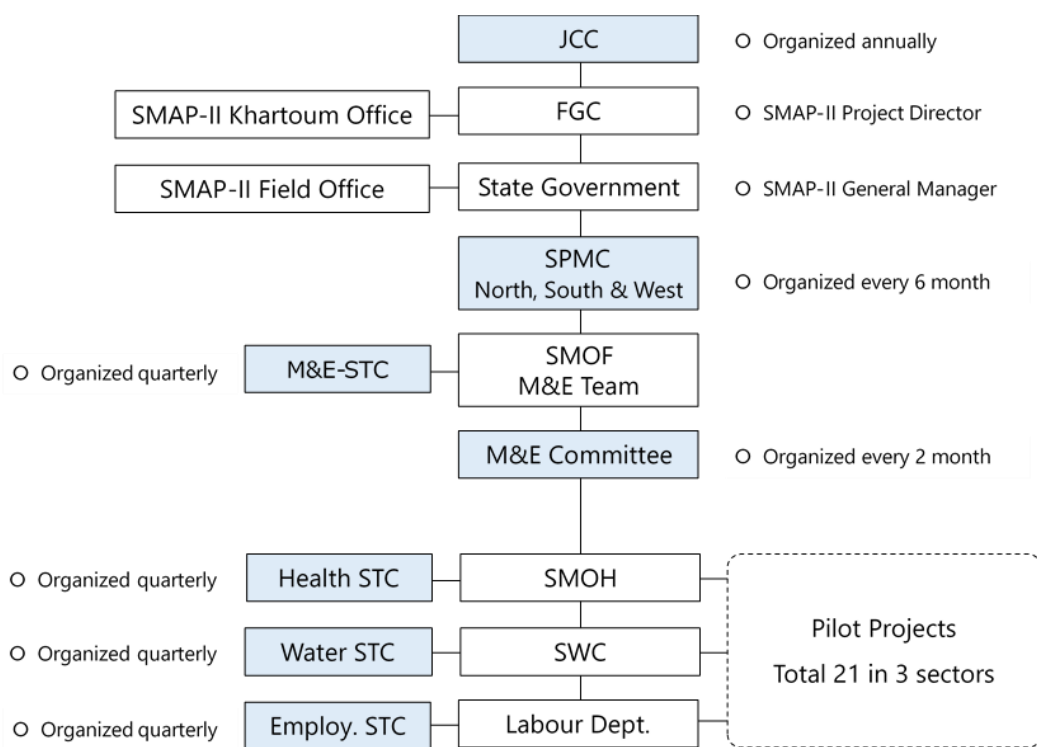


Fig. 2: Management structure of SMAP-II

Annex-2 : List of Japanese Experts Dispatched

Sector Team	Title	Name	M/M		
Team Leader	① Project Team Leader	1. Sachio Yamamoto	22.41	22.41	
Health Team	② Maternity Health	2. Keiko Kobayashi	6.30	38.31	
		3. Masahiro Morikawa	1.75		
	③ Community Medical Care	4. Rei Kansaku	1.53		
		④ Community Health	5. Hikari Morikawa		0.50
			6. Chiaki Kido		1.50
		7. Daigo Sano	5.76		
		8. Makoto Yaguchi	6.50		
		9. Kei Yoshidome	2.50		
		⑤ Health Administration	10. Fujii Mai		3.67
11. Kaori Saito	8.30				
Water & Sanitation Team	⑥ Water Supply	12. Tadashi Sato	25.28	36.64	
	⑦ Rural Water	13. Tatsuya Sumida	11.36		
Employment Team	⑧ Employment Promotion	14. Mariko Ikawa	11.67	42.08	
	⑨ Curriculum Development /Training Evaluation	15. Atsunori Kume	2.75		
		16. Takuya Sasaki	12.36		
	⑩ Entrepreneurship	17. Izumi Ogawa	9.70		
⑪ Small Scale Enterprise Support	18. Reimi Kobayashi	5.60			
Procurement Team	⑫ Procurement	19. Hironori Homma	10.00	10.00	
M&E Team	⑬ M&E	20. Teishi Fujiwara	11.40	14.40	
	⑭ M&E	21. Utako Morita	3.00		
Peacebuilding Team	⑮ Peacebuilding	22. Kenji Tajima	11.00	11.00	
Administration Section	⑯ Project Coordination	Reimi Kobayashi	10.93	39.33	
		23. Yukari Oshima	9.43		
		24. Aiko Hatano	1.87		
		25. Yu Ito	17.10		
(Total)			214.17	214.17	

Annex-3 : Results of Training in Japan and Third Country

(1) Training in Japan

- Before the Project

Title of Training	Period	Participants Name	Organization	Position
Kick-Off Session for the Project for Strengthening Peace through Improvement of Public Services in Three Darfur States	2015/1/18~ 2015/1/31	① Mr. Siddig Jumaa Babelkhir	FGC	Undersecretary
		② Mr. Muatasim Mohammed Hajar	West Darfur SMOF	Director General
		③ Mr. Salah Ahmed Eltai	North Darfur SMOE	Director General
		④ Dr. Ali Elsiddig	North Darfur SMOH	Director General
		⑤ Eng. Nasreldin Mohamed	North Darfur SWC	Director General
		⑥ Mr. Abdelrahaman Hassan	West Darfur SMOF	Director General
		⑦ Mr. Khalil Abdlemalik	West Darfur SMOE	Director General
		⑧ Mr. Abdelsalam Mostafa Salih	West Darfur SMOH	Director General
		⑨ Eng. Mahmoud Bashir Jamaa	West Darfur SWC	Director General
		⑩ Mr. Hussien Omer	South Darfur SMOF	Director General
		⑪ Mr. Ahmed Ismail Ahmed	South Darfur SMOE	Director General
		⑫ Dr. Abdeljabar Eldaw Abdeljabar	South Darfur SMOH	Director General
		⑬ Eng. Idriss Dabaka	South Darfur SWC	Director General

- After the Project Started

Title of Training	Period	Participants Name	Organization	Position
Group & Region-Focused Training, Capacity Development on Governance in Conflict-affected Countries (FY2015)	2015/5/26~ 2015/6/3	① Mr. Ihab Hashim Ismail	FGC, Planning Dept.	
		② Mr. Eltayeb Abazar Elhafiz	FGC, Peace & Coexistence Dept.	Director
Group & Region-Focused Training, Capacity Development on Governance in Conflict-	2017/7/23~ 2017/8/15	③ Mr. Farah Jarelnabi Karar	FGC, Peace & Coexistence Dept.	Director
		④ Mr. Abdelkhalig Abdelatif	FGC, Coordination Dept.	Director

affected Countries (FY2017)				
Group & Region-Focused Training, Capacity Development on Governance in Conflict-affected Countries	2018/1/23~ 2018/2/14	⑤ Mr. Omer Abdu	South Darfur SMOF	Director General
		⑥ Mr. Mohammed Abdelhag	West Darfur SMOF	Director General
Capacity Development on Local Governance & Public Service through Participatory Approach	2016/6/27~ 2016/8/6	⑦ Mr. Isameldin Haroun Ahmed kann	FGC, Administration Dept.	
Human Resource Development through Vocational Training	2017/11/12~ 2017/12/9	⑧ Ms. Faiza Haroun	North Darfur SMOF	Director

(2) Training in Third Country

Title of Training	Period	Participants Name	Organization	Position
Third Country Training in Morocco	2016/11/12~ 2016/11/20	① Mr. Mohammed Mohammedain Salih Gubara	North Darfur SWC, Local Water Supply Division	Director
		② Mr. Asil Yousif Adam Yousif	North Darfur SWC, Local Water Supply Division	Division Manager
		③ Mr. Mohammed Gamma Abdalla Ibrahim	West Darfur SWC, Planning Division	Division Manager
		④ Mr. Hassan Adam Abbu Ali	South Darfur SWC	Chief Engineer

Annex-4 : List of Major Equipment Provided by SMAP-II

Complete Equipment List is contained in Separate volume.

Sector	Item
Health	Microscope
Health	Water Container (2,000Lt)
Health	Ceiling Fan
Health	PC Screen 24"
Health	Microphone & Speaker
Health	Desktop Computer
Health	Laptop Computer
Health	Photocopy Machine Color
Health	Couch
Health	Dressing Set
Health	Stethoscope
Health	Pediatric Scale
Health	Suction Machine
Health	Autoclave
Health	Colorimeter
Health	Electric Centrifuge
Health	Microscope
Health	Medical Bed
Health	Solar Refrigerator
Water	Water Level Indicator 100m
Water	Water Level Indicator 200m
Water	Flow meter 2"
Water	pH/EC Meter
Water	PC Monitor 24"
Water	Microphone & Speaker
Water	GPS
Water	Desktop Computer
Water	Photocopy Machine Color
Water	Diesel Generator 17.5kVA
Water	Diesel Generator 30 kVA
Water	Submersible Pump 5.5kVA

Sector	Item
Water	Submersible Pump 7.5kW
Water	Submersible Pump 11kW
Water	Control Panel 9.2 kW
Water	Control Panel 11-15 kW
Water	Diesel Power Welder
Water	Electrical Pipe Threading Machine
Water	Electrical Chain Block
Water	Auto Level
Water	Transit (Theodolite)
Water	Fencing Materials Unit
Employment	Digital Multi-meter
Employment	Bench Vice
Employment	Engine Scanner
Employment	Used Car
Employment	Refrigerator
Employment	Laptop computer
Employment	Microphone & Speaker
M&E	File Cabinet
M&E	Printer (B&W, A4)
M&E	Portable Scanner
M&E	Wi-Fi Repeater
M&E	Laptop Computer
M&E	Diesel Generator 17.5kVA
M&E	Desktop Computer
M&E	Laptop Computer
M&E	Vehicle (Minibus)

Annex-5 : List of Counterparts

● Number of Counterparts

Number of Counterparts by Sectors

Sector	North Darfur	South Darfur	West Darfur	Total
7. FGC	-	-	-	2
8. State Government (Secretary General)	1	1	1	3
9. Health Sector (SMOH)	8	8	8	24
10. Water Sector (SWC)	11	12	14	37
11. Employment Sector (State Labour Department + training providers)	41	48	61	150
12. M&E Sector (SMOF)	14	19	17	50
(Total)	75	88	101	264

● Counterpart List (Main Member)

1. Project Director and Managers

	Title	Name	Organisation/position
Federal	Project Director	Mr. Siddig Jomaa Bab Elkheir	Under Secretary
North Darfur	Project General manager	Mr. Mohammed Abdelkarim Ibrahim	Secretary General
	Project Manager	Mr. Mutasim Mohamed Hajar	DG, State Ministry of Finance
South Darfur	Project General manager	Mr. Elsadig Ali Sharfuddin	Secretary General
	Project Manager	Dr. Omer Abdu Haroun	DG, State Ministry of Finance
West Darfur	Project General manager	Mr. Mubrark Juma Dirar	Secretary General
	Project Manager	Mr. Mohammed Ali Abuarif	DG, State Ministry of Finance

2. Federal Governance Chamber (Responsible Agency/JCC Secretariat)

Title	Name	Department/position
Person in charge for SMAP-II	Mr. Abuzar Elhafiz	Director General, Peace & Coexistence
Contact person	Mr. Farah Jarelnabi Karar	Deputy Director, Peace & Coexistence

3. Health Sector (State Ministry of Health)

A. North Darfur State

Title	Name	Department/position
Leader, Management Team	1. Dr. Abdallah Bashar Adam	PHC Director
Member	2. Siser Hasanat Alnour	MCH Director
Member	3. Mr. Abdelbasit Adam Alnour	HP Director
Member	4. Dr. Abdallah Bashar Adam	PHC Director
SMAP II coordinator	5. Mr. Ahmed Ishag Fadul	RH officer

B. South Darfur State

Title	Name	Department/position
Leader, Management Team	1. Dr. Abobaker Mohamemd	Director General
Member	2. Sister Hawa Mahmoud	RH Coordinator
Member	3. Mr. Abdel Azim Alteyb	HP Director

Member	4. Mr. Saad Khalil Alnour	Deputy DG
SMAP II coordinator	5. Mr Tajaldien Elzain Ibrahim	Deputy RH coordinator

C. West Darfur State

Title	Name	Department/position
Leader	1. Dr. Abdelaziz Abdel Rahman	Director General
Member	2. Ms. Zeinab Ali Abdallah	Deputy DG- MCH Director
Member	3. Dr, Asma Elnaeim Dafaala	PHC Director
Member	4. Ms. Arafa Mohamed	HP Director
SMAP II coordinator	5. Ms Intisar Mohamed Khamis	Deputy RH coordinator

4. Water Sector (SWC)

A. North Darfur State

Title	Name	Department/position
Project Director (Construction & Rehabilitation)	① Nasr Eldin Mohamed	DG, SWC
Project Manager (Construction & Rehabilitation) / Rehabilitation Team Leader	② Aseel Yusif	RWA Manager
Construction Team Leader (Supervision)	③ Elrasheed Hamid	Geologist of RWA

B. South Darfur State

Title	Name	Department/position
Project Director (Construction & Rehabilitation)	① Idris Dabaka	DG, SWC
Project Manager (Construction & Rehabilitation)	② Ahmed Hamza Bushra	RWA Manager
Rehabilitation Team Leader	③ Hasan Adam Mohamed	Engineer of RWA
Rehabilitation & Construction Team Member (Well Development / Survey)	④ AlamEldien Ahmed	Water Resource Engineer

C. West Darfur State

Title	Name	Department/position
Project Director (Construction & Rehabilitation)	① Mahmoud Abdalla Bashir Jamaa	DG, SWC
Project Manager (Construction & Rehabilitation)	② Ahmed Ismail Adam	RWA Manager
Construction Team Leader	③ Mohamed Hassan	Engineer of RWA
Rehabilitation Team Leader	④ Mujahid Babkir	Hydrogeologist

5. Employment Sector

A. North Darfur State

(1) Labour Department (under State Ministry of Finance)

Title	Name	Department/position
Responsible Person for SMAP-II	① Hamza Elhadi	Director General
Member	② Fayza Haroun	Director of Labour Department
Member	③ Baha-Eldin Mohammed Omer	Director of Vocational Training
Member	④ Ibrahim Hassan Adam	Director of Employment

(2) Fasher Technical Secondary School (under State Ministry of Education)

Title	Name	Department/position
Responsible Person for SMAP-II	① Abdallah Ageed	Director
Member	② Abdelrahman Ali Idris	Head of Auto-mechanics Dept.
Member	③ Izz Eldeen Mohamed	Head of Electricity Department
Member	④ Kamal Hashim Alkhalifa	Head of Welding Department
Member	⑤ Yagoup Ahmed Ibrahim	Deputy Headmaster

(3) Women Union

Title	Name	Department/position
Responsible Person for SMAP-II	① Nasra Mohamed Sanad	WU Head
Member, Person in charge for SEEC	② Jihad Hamied	Training secretary (2017 to present)

(4) Craftsman Union

Title	Name	Department/position
Responsible Person for SMAP-II	① Adam Elnur	CU Head
Member	② Mutasim Khalil Abdel Rafei	Training Supervisor

(5) Youth Union

Title	Name	Department/position
Responsible Person for SMAP-II	El Zaki Abdel Nabi	Trainer

B. South Darfur State

(1) Labour Department (under State Ministry of Finance)

Title	Name	Department/position
Responsible Person for SMAP-II	① Yousif Younis Adam	Director of Labour office
Member	② Mustafa Zakaria Ali Arbab	Labour Officer

(2) Nyala Technical Secondary School (under State Ministry of Education)

Title	Name	Department/position
Responsible Person for SMAP-II	① Eldoma Hassan Hasabalsul	Headmaster (from 2nd STC)
Member	② Suliman Ahmed Idriss	Deputy Headmaster
Member	③ Mohamed Abkr Jamaa	Head of the Auto-mechanic Dept.
Member	④ Saad Ibrahim Abdallah	Head of the Electricity Department
Member	⑤ Mohamed Saadallah Fadlalseed	Head of the Welding Department

(3) Women Union

Title	Name	Department/position
Responsible Person for SMAP-II	① Sabreen Ibrahim Abdalla	Head of WU (May 2017 to present)
Member	② Dar-Elnaem Omer Mohammed	WT representative at SEEC
Member	③ Nemate Ahmed Dafalla	Training Supervisor

(4) Craftsman Union

Title	Name	Department/position
Responsible Person for SMAP-II	① Ali Sulaiman Koya	CU Head
Member	② Musa Abdelnabi	In charge of training

Member	③ Adam Haroun	Secretary General
Member	④ Abdallah Ali Hamond	Finance Secretary
Member	⑤ Salah Ali Hussein	Assistant Chairperson

(5) Youth Union

Title	Name	Department/position
Responsible Person for SMAP-II	Ibrahiem Mohamed Dauwood	Trainer

C. West Darfur State

(1) Labour Department (under State Ministry of Finance)

Title	Name	Department/position
Responsible Person for SMAP-II	① Abdallah Atia	Director of Labour office
Member	② Eltigani Suliman	Director of services and employment
Member	③ Mohamed Ogal Abdeldeen	Director, civil service & employment

(2) Geneina Technical Secondary School (under State Ministry of Education)

Title	Name	Department/position
Responsible Person for SMAP-II	① Salah Mohamed Abdel Allah	Director
Member	② Yasir Jaly Omer	Deputy Headmaster
Member	③ Bahr-Eldeen Haroum	Head of the Auto-mechanics Dept.
Member	④ Zakaria Yaha Abakar	Head of the Welding Department
Member	⑤ Jalal Saboon Dahab	Head of the Electricity Department
Member	⑥ Nour Eldeen Elboya	Head of Welding Department

(3) Women Union

Title	Name	Department/position
Responsible Person for SMAP-II	① Zainab Seif Eldeen	WU Head
Member	② Suaad Abdulla Ahmed	Training supervisor (2017 to present)

(4) Craftsman Union

Title	Name	Department/position
Responsible Person for SMAP-II	① Adam Ibrahim Osman	CU Head
Member	② Seif Eldeen Ahmed Gebrel	Public Relation

(5) Youth Union

Title	Name	Department/position
Responsible Person for SMAP-II	Abdelmajid Yahya Arbab	YU Head

6. M&E Sector (State Ministry of Finance)

A. North Darfur State

Title	Name	Department/position
Chairman of M&E State Committee	① Mr. Mouatasim Mohammed Hajar	Director General
Deputy of M&E State Committee	② Mr. Hamza Elhadi	Director of Human Resources

Secretary of M&E State Committee	③ Mr. Yahia Bakhat	Deputy Director of Planning
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B. South Darfur State

Title	Name	Department/position
Chairman of M&E State Committee	① Dr. Omer Abdu Haroun	Director General
M&E State Committee, IT Leader	② Mr. Mohammed Eldoud	Director of Planning and Development
M&E State Committee, IT Secretary	③ Mr. Kalthoum Mohammed Ahmed Abbas	Director, Foreign Aid Coordination Unit

C. West Darfur State

Title	Name	Department/position
Chairman of M&E State Committee	① Mr. Mohammed Ali Abarif	Director General
Deputy of M&E State Committee	② Mr. Eisa Hammad	Director of planning
Member of M&E State Committee	③ Mr. Abdullah Attiah	Director of Labour

Annex-6 : List of Contact Person

(1) Federal Government

Organization	Name	Position	Phone number	Email address
FGC	Mr. Farah Jarelnabi Karar	Deputy Director, Peace & Coexistence	0917923339	farahkarar1@gmail.com

(2) North Darfur State

Organization	Name	Position	Phone number	Email address
SMOH	Mr. Ahmed Ishag Fadul	RH officer	0912497873	aifr111@gmail.com
SWC	Mr. Nasr Aldeen Mahmoud	DG, SWC	0912825590	nasreldien07@gmail.com
SMOF, LD	Mr. Fayza Haroun	Director of Labour Department	0911330784	faizaharoon2013@gmail.com
SMOF	Mr. Mouatasim Mohammed Hajar	Director General, SMOF	0918285967	-

(3) South Darfur State

Organization	Name	Position	Phone number	Email address
SMOH	Mr Tajaldien Elzain Ibrahim	Deputy RH coordinator	0915067516	reproductivehealth.sd72@gmail.com
SWC	Mr. Idrir Dabaka	DG, SWC	0912314052	-
LD	Mr. Yousif Younis Adam	Director of Labour office	091 265 8553.	yousifyounisadam1966@gmail.com
SMOF	Mr. Abdalgar Gardia Noreen	SMAP II Coordinator	0912840069	Gardiacfci@gmail.com

(4) West Darfur State

Organization	Name	Position	Phone number	Email address
SMOH	Ms Intisar Mohamed Khamis	Deputy RH coordinator	0124575087	wdrh2016@gmail.com
SWC	Mr. Mahmoud Abdalla	DG, SWC	0122558907	-
LD	Mr. Abdallah Atia	Director of labour office	0999937837	Abdallaateia1@gmail.com
SMOF	Mr. Mohammed Ali Abarif	Director General	0914603669	-

Annex-7 : R/D, Minutes of JCC

(Meeting record of JCC is contained in Separate volume)

(1) Record of Discussion (R/D)

RECORD OF DISCUSSIONS
ON
THE PROJECT FOR
STRENGTHENING PEACE THROUGH THE IMPROVEMNT
OF PUBLIC SERVICES IN THREE DARFUR STATES
IN
THE REPUBLIC OF THE SUDAN
AGREED UPON BETWEEN
HIGHER COUNCIL FOR DECENTRALIZED GOVERNANCE
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

Khartoum, the Republic of the Sudan, December 10, 2014



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



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


(2) Minute of Meeting (M/M): 1st JCC

**MINUTES OF MEETING OF
THE 1ST JOINT COORDINATION COMMITTEE
FOR
THE PROJECT FOR
STRENGTHENING PEACE THROUGH THE IMPROVEMENT
OF PUBLIC SERVICES IN THREE DARFUR STATES**

The 1st Joint Coordination Committee (JCC) for the Project for Strengthening Peace Through Improvement of Public Services in Three Darfur States (hereinafter referred to as “the Project”) was held on 18 May 2015 at the Higher Council for Decentralized Governance (HCDG), Khartoum, Sudan.

At the JCC, two documents were reviewed by the participants: The Project’s Inception Report, and the Regulation of Project Committees. The contents of the both documents were agreed by the Committee members, and the Project was officially launched.

Khartoum, the Republic of the Sudan, May 18, 2015



Mr. Sachio Yamamoto
Team Leader / Local Governance
The Project for Strengthening Peace
through the Improvement of Public
Services in Three Darfur States



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



(3) Minute of Meeting (M/M): 2nd JCC


**MINUTES OF MEETING OF
THE 2ND JOINT COORDINATION COMMITTEE
FOR
THE PROJECT FOR
STRENGTHENING PEACE THROUGH THE IMPROVEMENT
OF PUBLIC SERVICES IN THREE DARFUR STATES**

The 2nd Joint Coordination Committee (JCC) for the Project for Strengthening Peace through Improvement of Public Services in Three Darfur States (hereinafter referred to as “the Project”) was held on 9 November 2015 at the Federal Governance Chamber, Khartoum, Sudan.


At the JCC, four following agenda were discussed: 1) Progress of SMAP by 3rd quarter 2015, 2) Pilot project plan and target community, 3) SMAP budget plan and local component 2016.

In the JCC, two documents were reviewed by the participants: Pilot Project Information and Budget Plan 2015-19. The contents of the both documents were agreed by the Committee members.

Khartoum, the Republic of the Sudan, November 9, 2015



Mr. Sachio Yamamoto
Team Leader / Local Governance
The Project for Strengthening Peace
through the Improvement of Public
Services in Three Darfur States



Mr. Siddig Jomaa Bab Elkheir
Under Secretary,
Federal Governance Chamber
The Republic of the Sudan

(4) Minute of Meeting (M/M): 3rd JCC

**MINUTES OF MEETING OF
THE 3RD JOINT COORDINATION COMMITTEE
FOR
THE PROJECT FOR
STRENGTHENING PEACE THROUGH THE IMPROVEMENT
OF PUBLIC SERVICES IN THREE DARFUR STATES (SMAP-II)**


The 3rd Joint Coordination Committee (JCC) for the Project for Strengthening Peace through Improvement of Public Services in Three Darfur States (hereinafter referred to as “SMAP-II”) was held on 27 February 2017 at the Federal Governance Chamber, Khartoum, Sudan.


At the JCC, following three agenda were discussed: 1) Progress of SMAP by 4th quarter of the project year 2016, 2) Updating SMAP Project Design Matrix (PDM) and 3) SMAP local component for 2017.

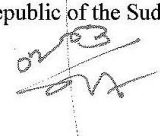
In the JCC, three documents were reviewed and discussed by the participants: 1) SMAP-II Progress Report for PY-2, 2) SMAP PDM Version 1.0, 3) Requested budget for local component 2017. The contents of the both documents were agreed by the Committee members.

Comments and recommendations from the participants are recorded in the workshop record for JCC No.3 as reference.

Khartoum, the Republic of the Sudan, February 27, 2017


Mr. Sachio Yamamoto
Team Leader / Local Governance
The Project for Strengthening Peace
through the Improvement of Public
Services in Three Darfur States


Mr. Siddig Jomaa Bab Elkheir
Under Secretary,
Federal Governance Chamber
The Republic of the Sudan



(5) Minute of Meeting (M/M): 4th JCC

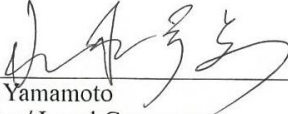
**MINUTES OF MEETING OF
THE 3RD JOINT COORDINATION COMMITTEE
FOR
THE PROJECT FOR
STRENGTHENING PEACE THROUGH THE IMPROVEMENT
OF PUBLIC SERVICES IN THREE DARFUR STATES (SMAP-II)**

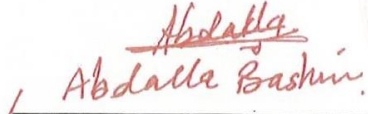
The 4th Joint Coordination Committee (JCC) for the Project for Strengthening Peace through Improvement of Public Services in Three Darfur States (hereinafter referred to as “SMAP-II”) was held on 29 April 2018 at the Federal Governance Chamber, Khartoum, Sudan.

At the JCC, following two main agenda were discussed: 1) Progress of SMAP-II by sector in the project year 3 (from April to March, 2018, 2) including issues and its counter measures, and latest situation of SMAP-II local component.

Comments and recommendations from the participants are recorded in the workshop record for JCC No.4 as reference.

Khartoum, the Republic of the Sudan, April 29, 2018


Mr. Sachio Yamamoto
Team Leader / Local Governance
The Project for Strengthening Peace
through the Improvement of Public
Services in Three Darfur States


Mr. Siddig Jomaa Bab Elkheir
Under Secretary,
Federal Governance Chamber
The Republic of the Sudan

2-5.2018

(6) Minute of Meeting (M/M): 5th JCC

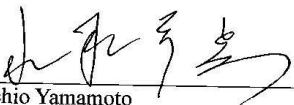
**MINUTES OF MEETING OF
THE 5TH JOINT COORDINATION COMMITTEE
FOR
THE PROJECT FOR
STRENGTHENING PEACE THROUGH THE IMPROVEMENT
OF PUBLIC SERVICES IN THREE DARFUR STATES (SMAP-II)**


The 5th Joint Coordination Committee (JCC) for the Project for Strengthening Peace through Improvement of Public Services in Three Darfur States (hereinafter referred to as "SMAP-II") was held on 2 December 2018 at the Federal Governance Chamber, Khartoum, Sudan.

This JCC is extraordinary for updating PDM (Project Design Matrix) and participants discussed the contents of new version (2.0) of PDM based on the results of the discussions at SPMC (State Project Management Committee) and STC (Sector Technical Committee) that was hold prior to this JCC. At the JCC, participants also discussed some aspects of current situation of the project.

Comments and recommendations from the participants are recorded in the workshop record for JCC No.5 as reference.

Khartoum, the Republic of the Sudan, December 2, 2018


Mr. Sachio Yamamoto
Team Leader / Local Governance
The Project for Strengthening Peace
through the Improvement of Public
Services in Three Darfur States


Mr. Siddig Jmaa Bab Elkheir
Under Secretary,
Federal Governance Chamber
The Republic of the Sudan

(7) Minute of Meeting (M/M): 6th JCC

**MINUTES OF MEETING OF
THE 6TH JOINT COORDINATION COMMITTEE
FOR
THE PROJECT FOR
STRENGTHENING PEACE THROUGH THE IMPROVEMENT
OF PUBLIC SERVICES IN THREE DARFUR STATES (SMAP-II)**

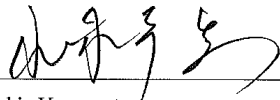
The 6th Joint Coordination Committee (JCC) for the Project for Strengthening Peace through Improvement of Public Services in Three Darfur States (hereinafter referred to as "SMAP-II") was held in February 26, 2019 at the Grand Holiday Villa, Khartoum, Sudan.

During the JCC participants confirmed sustainability of target public services after SMAP-II based on a series of discussions, namely, 15th STC, joint STC, and the project seminar "Sharing our Experiences".

The participants also confirmed that SMAP-II activities have completed except water sector. For the water sector, the participants agreed that project period will be extended until the completion of water yard construction and warranty period after construction.

Comments and recommendations from the participants are recorded in the "Meeting Record for 6th JCC" as reference.

Khartoum, the Republic of the Sudan, February 26, 2019



Mr. Sachio Yamamoto
Team Leader
The Project for Strengthening Peace
through the Improvement of Public
Services in Three Darfur States



Mr. Siddig Jomaa Bab Elkheir
Under Secretary,
Federal Governance Chamber
The Republic of the Sudan

act 03
019.

(8) Minute of Meeting (M/M): Modification of PDM (version-1)

**MINUTE OF MEETINGS
 BETWEEN
 JAPAN INTERNATIONAL COOPERATION AGENCY
 AND
 FEDERAL GOVERNANCE CHAMBER
 FOR
 AMENDMENT OF THE RECORD OF DISCUSSIONS
 ON
 THE PROJECT FOR STRENGTHENING PEACE THROUGH THE IMPROVEMENT OF
 PUBLIC SERVICES IN THREE DARFUR STATES
 IN THE REPUBLIC OF THE SUDAN**

The Japan International cooperation agency (hereinafter referred to as "JICA") and the Federal Governance Chamber (hereinafter referred to as "FGC") hereby agree that the Record of Discussions on the Project for Strengthening Peace Through the Improvement of Public Services in Three Darfur States in the Republic of the Sudan (hereafter referred to as "the Project") signed on December 10th, 2014 will be amended as follows,

1. Revision of Annex 1. the Project Design Matrix (PDM)

1) Project Period

Before	Amended Version
January 2015-December 2018	May 2015 – March 2019
Reason: Revised based on the actual term of cooperation	

2) Indicator of Overall Goal

Before	Amended Version
(Common indicators among four components) o-1 Public happiness is increased o-2 Public trust on the government is promoted o-3 Satisfaction on public services is increased" (Health sector component) ho-1 Number of ANC provided by VMWs is increased in three Darfur states ho-2 Number of births attended by skilled-birth attendant (including VMWs) is increased in three Darfur states ho-3 Number of community referral is increased in three Darfur States ho-4 Healthy behavior (XXXXXXXXX etc.) is promoted in three Darfur states" (Water & environmental sanitation sector)	(Common indicators among four components) 1. Public happiness of people in the targeted communities is increased (Yes) 2. Public trust of the state government is promoted (Yes)

①

49) Input of Project Management Sector 【Sudanese side】

Before	Amended Version
1. Allocation of counter parts 2. Land and facilities for project activities 3. Operation cost of monitoring and evaluation activities on pilot activities 4. Salaries, allowance for state staff	1. Allocation of counter parts ① SMOF Planning Director ② SMOF Planning Manager ③ SMOF M&E Team 2. Securing space, facility and equipment for project ① SMOF facility ② Other necessary facilities, equipment and materials for the administration of the project 3. Operational expenses/ local component to implement the pilot activities 4. SMOF staff salary and per diem
Reason: The wording is revised for clarification of the inputs.	

This amendment will become effective as of March 1st, 2017.

Annex 1 : Record of Discussions (signed on December 10th, 2014)

Annex 2 : Revised Project Design Matrix

Mr. Hiromi MOTOMURA
 Chief Representative,
 Sudan Office
 Japan International Cooperation Agency

Mr. Siddig Jomaa Bab Elkheir
 Under Secretary
 Federal Governance Chamber
 The Republic of the Sudan

(9) Minute of Meeting (M/M): Modification of PDM (version-2)

MINUTES OF MEETINGS

ON THE PROJECT FOR STRENGTHENING PEACE THROUGH THE IMPROVEMENT OF PUBLIC SERVICES IN THREE DARFUR STATES
IN THE REPUBLIC OF THE SUDAN

AGREED UPON BETWEEN
FEDERAL GOVERNANCE CHAMBER (FGC)
AND
JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)

The Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Federal Governance Chamber (hereinafter referred to as "FGC") hereby agree that the Record of Discussions on the Project for Strengthening of Peace through the Improvement of Public Services in Three Darfur States in the Republic of the Sudan (hereinafter referred to as "the Project") signed on 10 December 2014 and amended on 5 November 2015 and 1 March 2017 shall be further amended as follows:

Article 1

The Project Design Matrix (PDM, Annex 1 of Appendix 1 of the Record of Discussions) agreed upon by FGC and JICA shall be revised as the attachment 1 following discussions between both parties.


Article 2

All other items and conditions of the Record of Discussions shall remain intact and in effect.

Article 3

This amendment shall enter into force on the date of signing of this amendment by both parties.

Khartoum, 05 12 2018



Mr. Makoto Takahashi
Chief Representative
Sudan Office
Japan International Cooperation Agency



H.E. Mr. Siddiq Juma Bab-Elkhir
Undersecretary
Federal Governance Chamber
The Republic of the Sudan

(10) Minute of Meeting (M/M): Extension of the project period

MINUTES OF MEETINGS
ON THE PROJECT FOR STRENGTHENING PEACE THROUGH THE IMPROVEMENT OF
PUBLIC SERVICES IN THREE DARFUR STATES
IN THE REPUBLIC OF THE SUDAN

AGREED UPON BETWEEN
FEDERAL GOVERNANCE CHAMBER (FGC)
AND
JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)

The Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Federal Governance Chamber (hereinafter referred to as "FGC") hereby agree that the Record of Discussions on the Project for Strengthening of Peace through the Improvement of Public Services in Three Darfur States in the Republic of the Sudan (hereinafter referred to as "the Project") signed on 10 December 2014 and amended on 5 November 2015, 1 March 2017 and 5 December 2018 shall be further amended as follows:

Article 1

Item 4 Duration of II OUTLINE OF THE PROJECT in Appendix 1 of the Record of Discussions is hereby amended as follows:

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

Insert The duration of the Project will be from May 2015 to July 2020.

Reason: Due to delayed construction of water yards in the three States caused by unexpected long raining season, lack of fuel and etc., it is necessary to extend the Project in order to continue technical support to State Water Corporations (SWCs) during remaining construction works and subsequent defect liability period.

Article 2

All other items and conditions of the Record of Discussions shall remain intact and in effect.

Article 3

This amendment shall enter into force on the date of signing of this amendment by both parties.



Khartoum, 12 February 2019

高橋亮

Mr. Makoto Takahashi
Chief Representative
Sudan Office
Japan International Cooperation Agency



H.E Mr. Siddig Juma Bab-Elkhir
Undersecretary
Federal Governance Chamber
The Republic of the Sudan

Annex-8 : List of Target Communities of the Pilot Projects and its Location Map

(1) SMAP-II Target Community and Location (Health, Water & Sanitation Sector)

State	Sector	ID	Locality	Community	Northern Latitude	East Longitude
North Darfur	Water	ND_002	Umm Keddada	① Alarais	13.891	26.494
	Water	ND_024	Kalimendo	② Edlbada	13.091	25.761
	Water	ND_006	El Taweisha	③ Tombushara	12.457	26.959
	Water	ND_008	Ellait	④ Jodat	11.859	26.544
	Water	ND_019	El Malha	⑤ Al Harra	15.585	26.251
	Water	ND_020	El Malha	⑥ Marsos	14.964	26.335
	Water	ND_003	Umm Keddada	⑦ Alkarada	13.173	27.276
	Water	ND_004	El Taweisha	⑧ Aldamera	12.562	26.741
	Water	ND_001	Umm Keddada	⑨ Shagsumyt	13.252	26.735
	Water	ND_011	El Fasher	⑩ Lwabit	13.889	25.905
	Water	ND_016	Kalimendo	⑪ Sanicraw	13.065	26.011
	Water	ND_007	Ailliet	⑫ Ellait Moaskar	11.826	26.188
	Water	ND_C_01	Umm Keddada	⑬ Um Homeeda	13.448	27.264
	Health	ND-1	Rural Elfashier	⑭ Dar Elrahman	13.655	25.362
	Health	ND-2	Rural Elfashier	⑮ Lawabid	13.889	25.908
	Health	ND-3	Rural Elfashier	⑯ Fashar	13.649	25.479
	Health	ND-4	Rural Elfashier	⑰ Sailay	13.798	25.425
	Health	ND-5	Rural Elfashier	⑱ Azagarfa	13.891	25.390
South Darfur	Water	SD_010	Dimsu	① Al-tomatt	10.675	24.439
	Water	SD_019	El Radoom	② Aalsyroop	10.607	24.819
	Water	SD_021	Tullus	③ Serjaila	11.118	24.918
	Water	SD_008	Dimsu	④ Ras Alphail	11.159	24.826
	Water	SD_023	Rahad El Berdi	⑤ Ban	10.772	23.869
	Water	SD_001	El Salam	⑥ Tuggah	11.281	24.700
	Water	SD_012	Sunta	⑦ Alsonta	11.042	25.613
	Water	SD_005	Katayla	⑧ Khor shamam	10.835	24.286
	Water	SD_022	Tullus	⑨ Eltohma	10.829	24.025
	Water	SD_020	Buram	⑩ Bagaga	10.2860	24.903
	Water	SD_013	Buram	⑪ Buram	10.696	25.059
	Water	SD_015	Sunta	⑫ Al-gowra	10.929	25.685
	Water	SD_C-01	El Radoom	⑬ Wad Hajam	10.704	24.710
	Health	SD-1	Elsalam	⑭ Muray Jange	12.275	24.569
	Health	SD-2	Elsalam	⑮ Bolbol Tembsko	11.830	24.637

	Health	SD-3	Elsalam	⑯ Bolbol Dalal Angra	12.011	24.604
	Health	SD-4	Elsalam	⑰ Bolbol Abugazo	12.274	24.569
	Health	SD-5	Elsalam	⑱ Thania Dalayba	11.756	24.834
West Darfur	Water	WD_008	Kulbus	① Markouba	14.419	22.551
	Water	WD_014	Foro Baranga	② For Barange	12.121	22.612
	Water	WD_012	Genina	③ Babanosa	13.464	22.316
	Water	WD_015	Habila	④ Habilah	12.681	22.569
	Water	WD_009	Kreinik	⑤ Kerenke	13.369	22.877
	Water	WD_003	El Geneina	⑥ Asonga	13.465	22.231
	Water	WD_007	Kulbus	⑦ Kulbus	14.369	22.467
	Water	WD_019	Kreinik	⑧ Fajara	13.600	23.093
	Water	WD_011	Kreinik	⑨ Mornei	12.949	22.876
	Water	WD_016	Beida	⑩ Beida	12.712	21.885
	Water	WD_002	Sirba	⑪ Kondobe	13.648	22.496
	Water	WD_004	El Geneina	⑫ Tandulti	13.672	22.132
	Water	WD_C-01	Jabal Moon	⑬ Seleea	13.987	22.626
	Health	WD-1	Serba	⑭ Abu Sroog	22.394	13.841
	Health	WD-2	Serba	⑮ Koma	22.397	13.857
	Health	WD-3	Serba	⑯ Serba	22.502	13.805
	Health	WD-4	Serba	⑰ Ber Sleeba	22.374	13.973
	Health	WD-5	Serba	⑱ Tanjaki	22.621	13.611

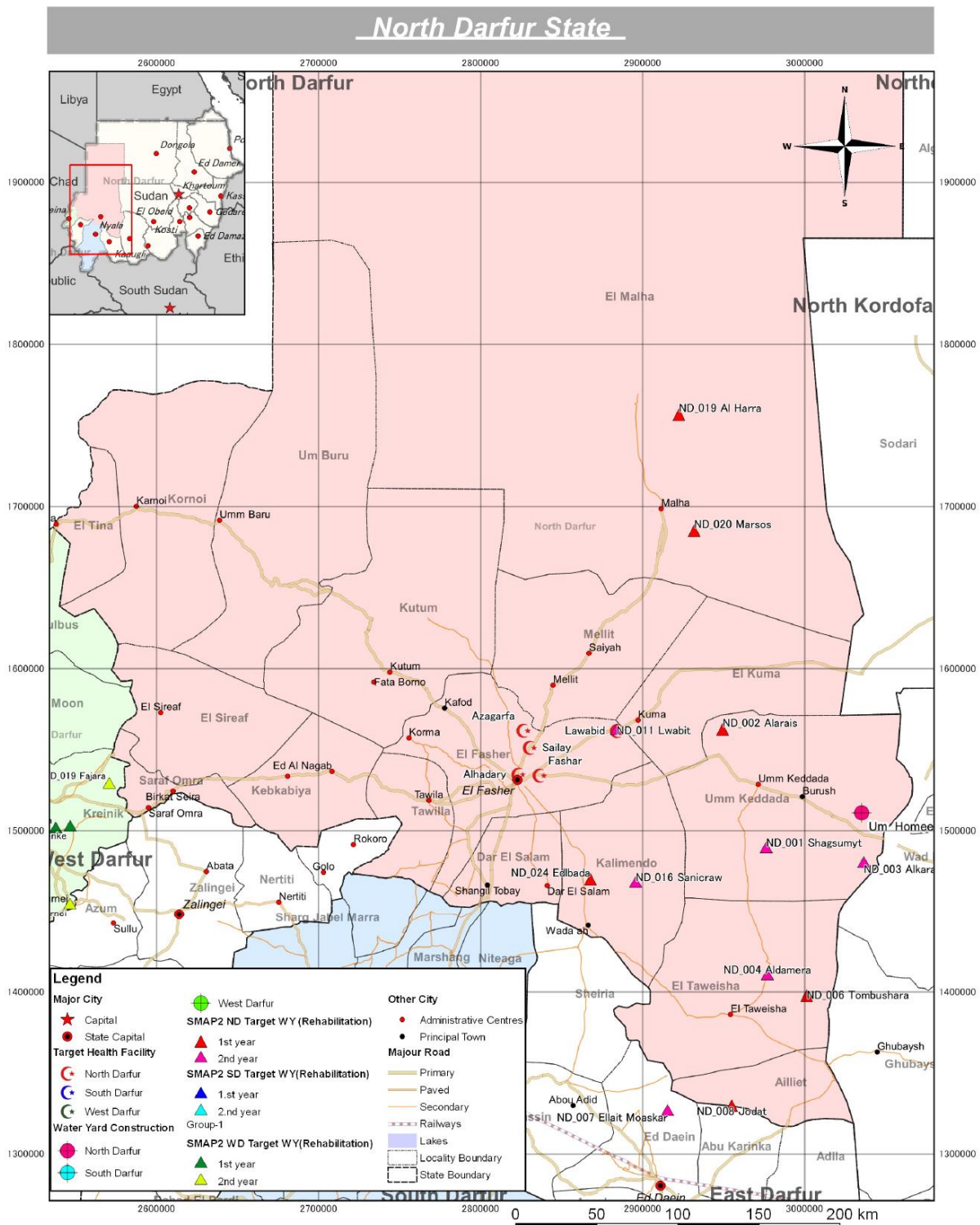
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(2) Pilot Project Target Community Location Map (Overall Darfur)

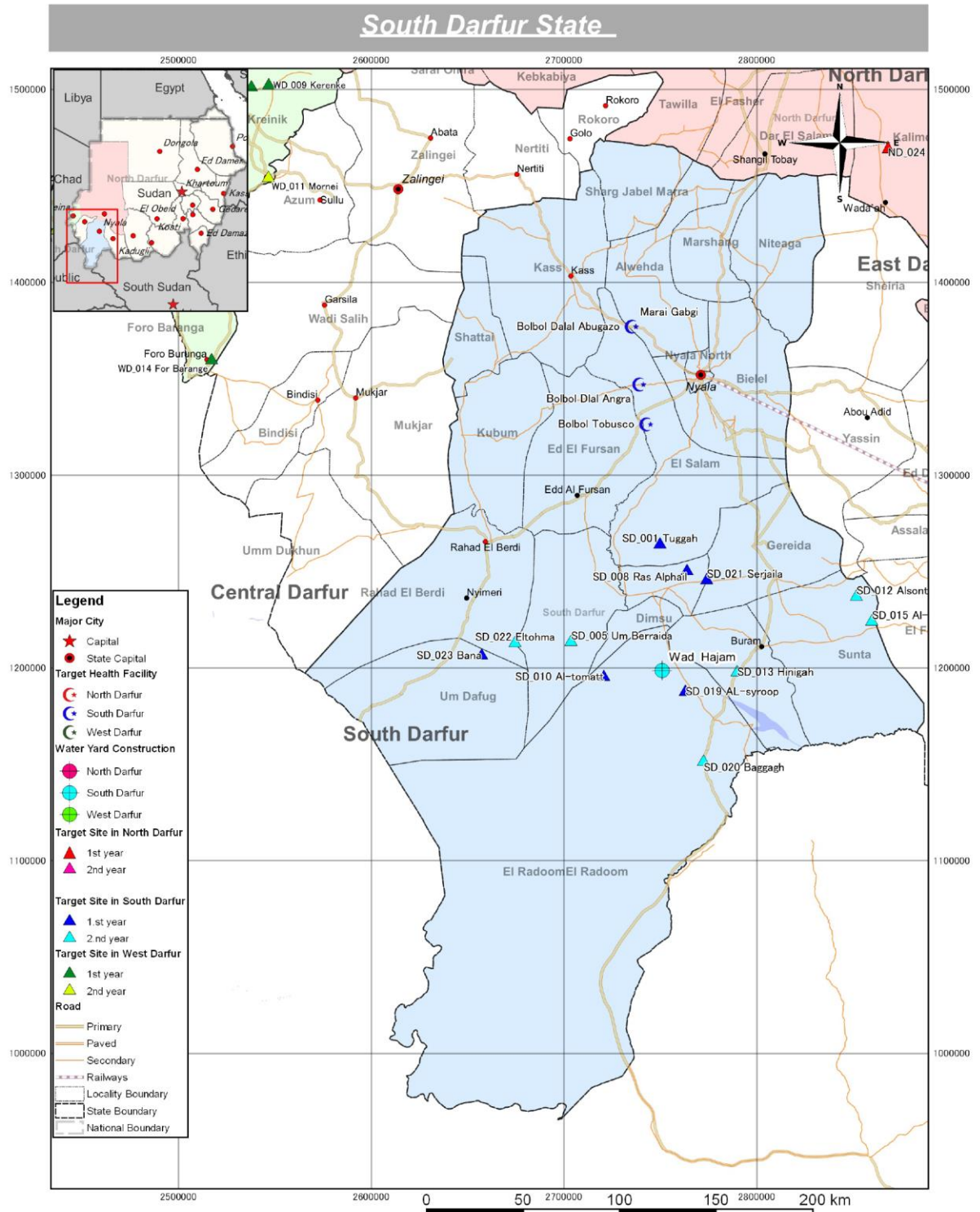


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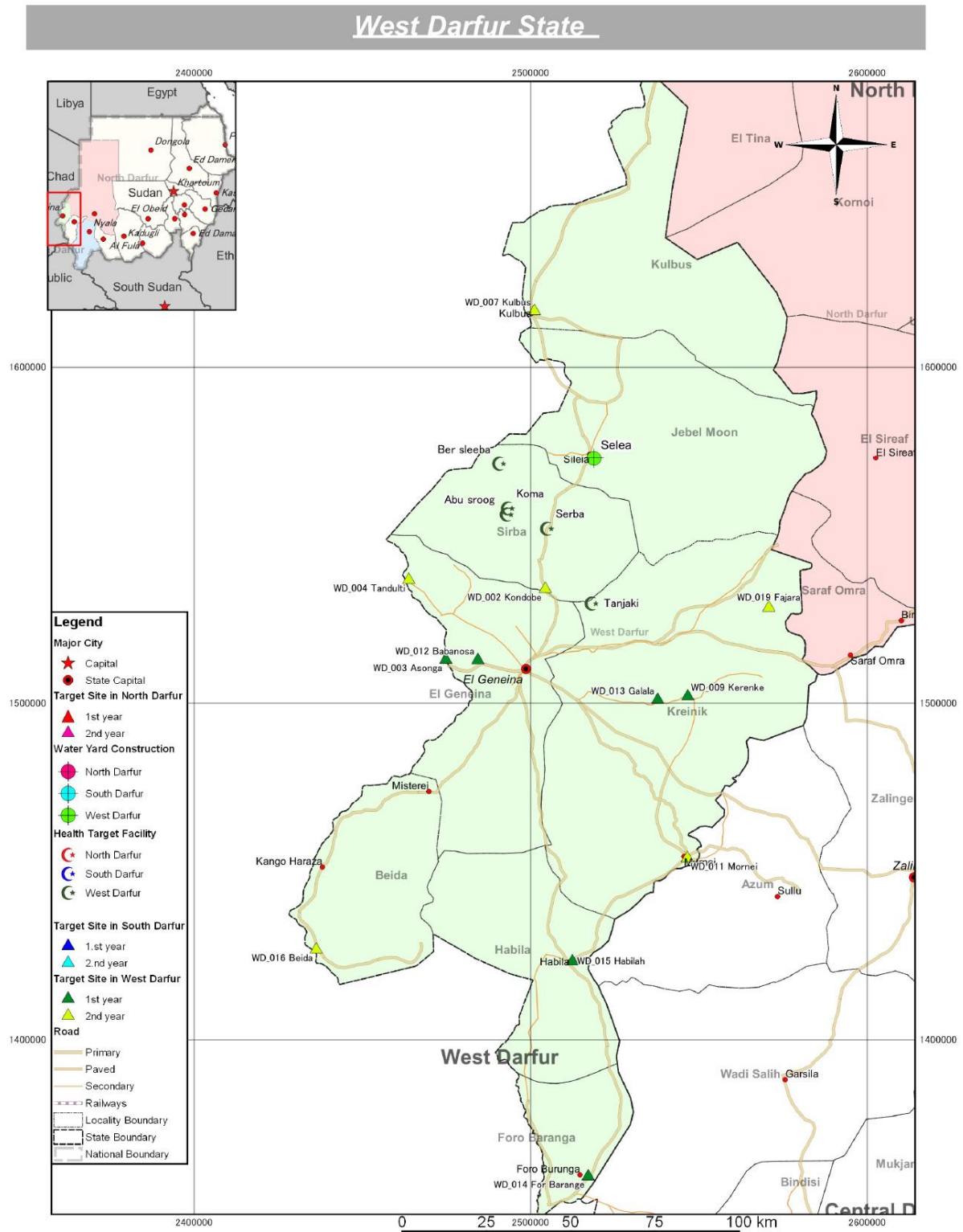
(3) Pilot Project Target Community Location Map (North Darfur)



(4) Pilot Project Target Community Location Map (South Darfur)



(5) Pilot Project Target Community Location Map (West Darfur)



Annex-9 : References

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