



European Commission

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**Support to implementing partners
of SORUDEV, ZEAT-BEAD and
FSTP**

**Monitoring Report:
GIZ (ZEAT-BEAD)**

5 February 2016

Prepared by Angus Graham
and Omotayo Alabi
on behalf of

**Cardno Emerging Markets (UK) Ltd
Lead Member of Cardno Consortium**



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TA implemented by
CARDNO

KEY DATA

Name of Project:	Support to implementing partners of SORUDEV, ZEAT-BEAD and FSTP
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Contracting Authority:	Delegation of the European Union to Republic of South Sudan
Beneficiary:	Government of the Republic of South Sudan.
Start/End Date:	16 August 2015 to 13 February 2016
Primary Location:	Juba, Wau and States where projects are located

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Report Quality Controlled by
Michael Gutteridge, Framework Contractors'
Project Director



Signature: _____

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The views expressed herein are those of the consultants and therefore in no way
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Support to implementing partners of SORUDEV, ZEAT-BEAD and FSTP

Monitoring Report: GIZ (ZEAT-BEAD)

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Abbreviations and acronyms

AMTIP	Agricultural Marketing and Transformation Investments Programme
BoQ	Bill of Quantities
EC	European Commission
EU	European Union
EUD	Delegation of the European Union
EUR	Euro
FAO	Food and Agricultural Organisation
GIS	Geographical Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
PPP	Public-Private Partnership
PSC	Project Steering Committee
QRM	Quarterly Review Meeting
SCPRP	Sudan Productive Capacity Recovery Programme
SMAFCRD	State Ministry of Agriculture, Forestry, Cooperatives and Rural Development
SMARF	State Ministry of Animal Resources and Fisheries
SORUDEV	South Sudan Rural Development Programme
SSP	South Sudanese pound
TA	Technical Assistance
TNA	Training Needs Assessment
ToR	Terms of Reference
UNIDO	United Nations Industrial Development Organisation
UNOPS	United Nations Office for Project Services
ZEAT-BEAD	Zonal Effort for Agricultural Transformation – Bahr-el-Ghazal Agricultural Development

Project data

General Data

Contract beneficiary	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Project Title	Agricultural Marketing and Transformation Investments Programme (AMTIP)
Project ref. CRIS	FED/2014/354-446
Date of visit	5 February 2016
Location	Northern and Western Bahr-el-Ghazal, Warrap and Lakes States, South Sudan
Monitoring Officer	Angus Graham and Tayo Alabi
Start date	February 2015
End date	January 2018

Financial data

Total EC contribution	EUR 3,901,564.00 (equivalent to 96.6% of EUR 4,036,564)
Total spent by project to date (EUR)	EUR 703,185.51
Balance of funds released to date	EUR 430,814
Anticipated date of next request/ release of funds	2 nd quarter of 2016
Anticipated amount of next request/ release of funds	EUR 1,300,000.00

1 Summary of Field Visits

Introduction

The Agricultural Marketing and Transformation Investments Programme is a component of the broader Zonal Effort for Agricultural Transformation – Bahr-el-Ghazal Agricultural Development (ZEAT-BEAD) programme funded by the European Commission. It is also a component of the *Support to Food Security and the Development of Agricultural Markets in South Sudan* programme funded by the German Ministry for Economic Cooperation and Development (BMZ).

State Ministries of Agriculture, Forestry, Cooperatives and Rural Development (SMAFCRD) and of Animal Resources and Fisheries (SMARF) will be the entry points and key partners for AMTIP in that they will regulate and support actions to develop the respective sectors. They are the direct beneficiaries of the Project and will have ownership of the physical investments made by AMTIP. The Project intends to enhance the regulatory capacity of State-level public services with the aim of diversifying and strengthening the private sector and improving the value added to local products. The installation of transformation and storage facilities will create better market opportunities and prices for smallholder farmers, as well as contributing to improved health via the application of better hygienic standards.

Public administration in South Sudan is known for limited human and financial resources. Understanding of the roles and responsibilities of public services is weak, as is (in many cases) the provision of services. The interpretation of laws and regulations is erratic and is often used to obtain personal advantage or benefit. Changing the understanding of roles and the general attitude toward public administration is necessary to the creation of an enabling environment for economic development and a strong private sector.

The private sector is not very well structured. Chambers of Commerce and Industry exist at national and State level, but it is not evident how well they represent the different sectors of the economy. Very little information is available on the names of enterprises, their fields of interest and their financial capacities beyond the usual public relations. Most entrepreneurs and traders maintain close relationships with politicians in an attempt on one hand to benefit from public orders and on the other, to protect their enterprises against excessive pressure from public administration in terms of regulations, duties and taxes.

The public-private partnership (PPP) concept was first tested under the Sudan Productive Capacity Recovery Programme (SPCRP). Despite the venture not having achieved all of its expected results, the Government presented the case of the Aweil slaughterhouse as a success story at a national conference in 2012. AMTIP offers the opportunity to review this approach based on lessons learnt and to re-launch a programme that will contribute to the consolidation of PPPs. Each aspect will be assessed in terms of its environmental impacts and where possible and economically feasible, alternative sources of energy will be used (such as solar panels and biogas plants). Waste management will also be addressed so as to avoid the risk of soil and water pollution, especially in urban and peri-urban areas.

The implementation of AMTIP follows a three-fold approach that is based on: i) changing how PPPs are perceived by the public administration and creating an enabling environment by capacity building and replication of best practices implemented under the former SPCRP; ii) the rehabilitation and repair of existing investment projects and the construction of new projects; and iii) Capacity building with emphasis on private operators and their staff. Parts i) and iii) are based on studies, legal, technical and managerial advice and capacity building, while part ii) provides the “hardware” through investments in the physical infrastructure of the processing and marketing facilities.

2 Key findings/Notes on Project development

Overall level of progress on implementation

The Project is generally progressing well, with some aspects ahead of schedule and others having been delayed due only to necessary changes. The project is falling slightly behind its anticipated recruitment of staff for its Rumbek office and is still set to sign Memoranda of Understanding (MoU) with Government stakeholders. GIZ is still reviewing current contracts against existing by-laws in order to legally establish and process PPPs. Two contracts are in the process of being improved and part of this will need to be done by an incoming expert in business planning.

Land has been identified in Kangi for the construction of a warehouse and GIZ is scheduled to visit the site together with UNIDO. The process of obtaining title deeds for the sites in Wau and Kangi is still on-going. UNIDO has completed a training needs assessment (TNA) and is now preparing for the training of various actors (butchers, meat inspectors, owners and supervisors and operators). The TNA report is both complete and available.

GIZ has organised a series of information exchanges with State Authorities, completed a slaughterhouse needs assessment and explored and discussed legislative gaps concerning the implementation of PPPs. The development of business plans for each of the planned facilities is still on-going and the economic viability appraisals are almost done. Feasibility studies in Rumbek and Kangi are being initiated this month. Such studies have already been completed in Aweil, Kuajok and Wau and Bills of Quantities prepared that include estimates of the cost of materials for rehabilitation, repair and improvement.

On the recommendations made during the inception period

On the occasion of the 4th Quarterly Review Meeting (QRM), the Project Steering Committee (PSC) advised that thorough consultation, leading to clear agreements on the operation and maintenance (O&M) of these facilities, must take place before any significant commitment to expenditure is made. This has been done and will be clearly indicated in MoU that are in the process of being finalised. The PSC recommended that GIZ provide assistance to the relevant States to ensure the development of appropriate and relevant legal frameworks. The MoU are part of this process and will be countersigned by the Director General of a relevant Ministry when delegated to do so by the Minister.

At the 4th QRM the PSC questioned the transfer of assistance from Rumbek to Yirol and asked why a new slaughterhouse in Wau was needed. Following discussion with relevant Ministry and municipal stakeholders it was decided to finish and upgrade the slaughterhouse in Rumbek. GIZ has also advised against upgrading a small slaughterhouse in Wau built by the United Nations Office for Project Services (UNOPS).

A new slaughterhouse is needed in Wau because the slaughter-slab in current use is quite unhygienic, derelict and in a residential area and is in any event earmarked for relocation. The existing operator has been offered (and accepted) tenure of the new slaughterhouse being built by GIZ and his facility will be closed upon completion of the new one.

It was suggested at the meeting that any old facilities that are being substituted by new ones should be demolished as soon as their replacements become operational. Slaughterhouse demolition is included in the draft MoU, which also stipulates that the operators of the new slaughterhouses must maintain them in the same functional condition in which they received them.

Regarding the rehabilitation of the two slaughterhouses, the 4th QRM recommended that in future, any wear and tear (apart from regular maintenance) be covered by a fund managed

by a board of trustees and requested that part of the costs of rehabilitation to the Project instead be borne by the Government or operator. These funds are still in the process of being set up and decisions as to whether they will come from leases or profit sharing are still being made. Rehabilitation will largely focus on upgrading and increasing the sustainability of the centres.

GIZ has already made a commitment to the EU to rehabilitate the facilities and does not wish to complicate the initiative already underway. A system that allows for the recovery of the funds required for repairs at the end of any PPP lease agreement shall be put in place (in the form of an initial guarantee deposit, monthly retention mechanism etc.).

The 4th QRM recommended that GIZ submit a more useful, detailed work plan to assist with the management of the Project (including planning, monitoring, reporting and evaluation). A joint work plan with other partners will be developed following completion of the feasibility studies. GIZ has updated its logical framework and submitted a revised inception report to the Delegation of the European Union (EUD) to Juba, which has been accepted by the latter. A rider request by GIZ is now expected.

As part of its efforts to address waste management, GIZ is installing and/or rehabilitating biogas units in each of the slaughterhouses and has drafted an MoU with UNIDO on the processing of hides and skins as by-products. GIZ is in the process of finalising 5 feasibility studies, of which 3 have so far been completed (for slaughterhouses in Aweil, Kuajok and Wau, with the remaining 2 concerning the warehouse to be built in Kangi and the proposed slaughterhouse in Rumbek). This will form the basis of the evidence that the new facilities will be legally, socially, economically and environmentally viable (or otherwise) and accepted by all relevant stakeholders. To a large extent, the choice of location is based on demand and existing plans for municipal development.

Vétérinaires sans Frontières Belgium, with funding from the EU, built a slaughterhouse in Rumbek in 2014 which was not completed and never became operational. The ZEAT-BEAD PSC and EU requested that GIZ further discuss the issue with the Lakes SMARF. These discussions and a technical assessment by a GIZ engineer led to the recommendation to upgrade and finish the existing slaughterhouse facilities in Rumbek.

Rehabilitation of the Aweil rice mill was envisaged under the condition that a private operator would be contracted for its future operation. This is not likely to happen according to the rice scheme manager. GIZ thus proposed to replace this activity with the construction of an agricultural warehouse in Kangi Payam in Jur River County along the Wau to Aweil road, considering that there is a lack of crop storage facilities in this area.

Main strengths

The main strengths of the Project lie in the good experience accumulated by GIZ staff of slaughterhouse development in the region and the fact that the organisation continues to draw on a pool of highly qualified international and regional consultants to support AMTIP. GIZ has been present in the country for a long time and its governance programme is adding value to the Project. The project is gender-aware and inclusive, has been effective in rapidly deploying staff when needed and is succeeding with the empowerment of national staff.

Main weaknesses

Considering that livestock keeping is a male-dominated venture in the country, opportunities created by the Project are unlikely to be perceived as equal and will probably be taken up by men. The Project is also being challenged by a lack of production data based on which to assess the feasibility of the Kangi warehouse.

Challenges identified during the inception period in 2015

- Changes to proposed activities and the high turnover of key staff among Government stakeholders have slowed implementation, for example the shifting of support from the Aweil rice mill to the construction of an agricultural warehouse, and the relocation of the proposed slaughterhouse from Rumbek to Yirol, then back to Rumbek;
- The selection of independent private operators and the eruption of conflict between the SMARF and municipal councils over ownership of infrastructure is in some cases proving problematic due to different stakeholder interests, for example in Kuajok and Aweil.

Further actions required

1. The diversion of support from the Aweil rice mill has led to some delay. GIZ is in the process of completing the feasibility study and designs for the construction of the Kangi warehouse. This needs to be completed in consultation and coordination with UNOPS and UNIDO, particularly with regard to the installation of processing and marketing infrastructure. A joint plan to cover this issue was requested at the 5th QRM in January 2016.
2. Disputes over slaughterhouse ownership have been reported in Kuajok and Rumbek. Each municipality would like to benefit from rent (i.e. be the owner) but is neglecting its role of public health supervisor. GIZ, with the support of its governance project, will thus raise awareness of the importance of well thought-out partnerships and functional relationships and shall also ensure that any new Government staff are updated and briefed and included in Project processes.
3. The selection of independent private operators is difficult since each stakeholder has their preferences. As proposed, GIZ shall ensure that stakeholders jointly draft terms of reference (ToR), conditions and requirements for private operators, based on which the operators are then jointly selected. GIZ should be sure to actively lead this process to ensure its success.
4. The numbering of the work plan does not correspond to that of the revised logframe, both documents were submitted with the approved revised version of the inception report. For example, activity 2.8 and 3.8 in the work plan are missing from the Logframe. Activity 2.2 to 2.7, 3.3 to 3.5 and 3.6 to 3.7 in the logframe do not match up with the workplan. An objectively verifiable indicator target and baseline need to be included in the Logframe overall objective. These need to be addressed in the revised approved inception report and rider. To the contract with the EUD so that there is consistency across all the relevant documentation.

Changes to Project context

South Sudan is currently undergoing a change in the number of States from 10 to 28. This is not likely to heavily influence the Project, although there may be some further movement of key Ministry staff. The inclusion of new Government personnel in the Project process will also take some additional time (since they will need to be updated on and sensitised to the merits of AMTIP).

Summary of progress toward achieving Project objectives

- The Overall Objective of AMTIP is: *Food security and income for rural smallholders are sustainably improved; and*
- The Specific Objective is: *Greater capacity to process, store and market agricultural products. State Governments are contracting private operators to run the processing, storage and marketing facilities and the selected private operators are enabled to run the facilities technically and economically at affordable prices.*

On achievements against each specific result

Result 1: Management of public-owned facilities outsourced to private operators

GIZ has reached an agreement with stakeholders to jointly choose operators based on the joint development of ToR and joint advertisement of the positions. Construction will not start until the identification of private operators is concluded. One has been identified in Wau and other advertisements will end this month in preparation for the selection of another 4.

Result 2: 3 investment projects rehabilitated and operational

Rehabilitation of the Kuajok and Aweil slaughterhouses has not yet started, despite these two facilities being in use and operational. Both facilities are expected to be upgraded and re-operationalised by the end of the year (2016). Rehabilitation should take half a year with training done concurrently. Construction of the Kangi warehouse has not started yet and is expected to take longer than the abovementioned slaughterhouses. Drawings and Bills of Quantities (BoQs) are still under preparation. Realistically, all these facilities are likely to be operational by mid-2017 if all goes as expected.

Result 3: 2 investment projects realised and operational

The Wau and Rumbek slaughterhouses are expected to be operational by mid-2017. BoQs are ready, land has been allocated, partners identified and an operator identified for Wau but not yet for Rumbek. A TNA has been completed and a training plan and timetable will be completed in March. Training is expected to start in May as building proceeds.

Result 4: 5 private operators run the facilities to technical and economic standards

East African Community (EAC) standards for slaughterhouses are the current reference for hygiene, technical operations and control. The business plans being developed (drafts of which are available) will be used to gauge profitability while the MoU being developed will cover maintenance, rehabilitation, supervision and funding flows. Separate agreements for the collection of fees and taxes/remittances will be established between the operators and the owners/Government service providers. State-level PPP guidelines will be established in relation to what GIZ is achieving with the slaughterhouses.

Sustainability of the Action

Since the investments are based on economic viability and financial profitability, they should be sustainable. Much will nonetheless depend on the management capacity of the private operators. The monitoring of operations (for at least one year) and the provision of practical support to operators are essential elements of the Project's strategy to achieve sustainability beyond its lifespan. Sector policies and strategies, and the environment in which the private sector is developing, will be enhanced and should contribute to the consolidation of PPPs.

Public administrations are permanent institutions and based on the support received, they should be able to ensure continuation of the Action. Private operators will contribute to an increase in public revenue by paying taxes and fees for services provided by the public sector, such as meat inspection. This should provide sufficient motivation to ensure proper maintenance of the plants.

The highest risk to the environment is caused by the considerable quantities of waste produced in the slaughterhouses. The installation of biogas plants has proven to be the best means of managing waste as it allows its transformation into energy that can be used for lighting, heating water, cooking and generating power. With four functioning biogas plants in the region, steps will be taken to firmly establish the required capacity for maintenance and repair.

Cross-cutting and other issues

- *EU Visibility*

GIZ has not yet sent a communication plan to the EUD. Visibility is good (with letterheads, vehicles, signposts and banners all seen by the monitoring mission). T-shirts and caps are in the process of being ordered.

- *Gender issues*

The Project is actively including women on its staff. Out of 10 staff, 4 are women.

Summary of key lessons learnt (as per discussions with the Project team)

- Crucially, the Project is maintaining a very close relationship with Government actors. Observance of broader existing Government development planning processes and the inclusion of Government staff in decision-making processes has led to increased acceptance and ownership of the Project that bodes very well for its sustainability;
- While the concept of PPPs is generally accepted, private sector and Government expectations are not always aligned and processes, pathways and legal standards can vary from place to place. Experience from previous efforts points to the need for about a year of sustained follow-up work and support. This is already foreseen under AMTIP.

3 Programme Schedule

Day	Time	Event	Responsible
2 to 5 February	10:00 to 14:00	Meeting Wau – Adolg Gestl and Bonsuk Christine	Bonsuk Christine

4 People to meet and activities to be visited

Names	Position	Location	Telephone
Jimmy Obetor	Private Operator	Wau	0913303331
Lewis Aikata	Director General SMARF	Wau	0955725501
Remijo Hassan	Chief Executive Officer WMC	Wau	0955500320
Arkangelo Deng	Chief of Kangi Payam	Kangi	0924162074

5 Picture Gallery *



Top: EU-GIZ banner, Wau land allocation
Bottom: Wau slaughter-slab; Rumbek meat market
Middle: Aweil slaughterhouse; Aweil holding pen

* Photos from GIZ

Annex 1: Project Summary

Title of the Project	Agricultural Marketing and Transformation Investments Programme (AMTIP)
Implementing Agency	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Location(s) of the Action: specify counties) and Payams that will benefit from the Action	States: Northern and Western Bahr-el-Ghazal, Warrap and Lakes States Counties ¹ : Aweil Town, Wau County, Jur River County, Gogrial West County, Rumbek Central Payams ² : Naivasha, Besselia, Kangi, Kuac North, Rumbek Town
Total duration of the Action (months)	36 months from 1 February 2015 to 31 January 2018
Objectives of the Action	<u>Overall objective</u> : Food security and income for rural smallholders are sustainably improved <u>Specific objective</u> : Greater capacity to process, store and market agricultural products. State Governments are contracting private operators to run the processing, storage and marketing facilities and the selected private operators are enabled to run the facilities technically and economically at affordable prices
Target group(s)³	<ul style="list-style-type: none"> State Ministry, County and Town Council staff (these are responsible for the political and legal procedures and contracts guiding the supervision and regulation of this PPP, which is new in terms of the targeted number of infrastructures under this proposal; and Private operators and their staff (whose technical and managerial capacities will be essential to the effective use and productive lifespan of the investments, especially as their successes may stimulate others to start similar projects)
Final beneficiaries⁴	Smallholder producers, urban and peri-urban consumers
Expected results	R1 – Management of public-owned facilities outsourced to private operators R2 – 3 investment projects rehabilitated and operational R3 – 2 investment projects realised and operational R4 – 5 private operators run the facilities according to technical and economic standards
Main activities	A1 – Legally establish and process PPPs, secure formal approval of legal texts, identify suitable plots for construction and monitor the establishment of title deeds A2 – Assess/verify the economic viability of the projects and develop business plans and identify the physical deficiencies in need of rehabilitation, repair or improvement A3 – Prepare technical specifications and launch the tenders, select and contract constructors/suppliers, supervise construction/the supply of equipment A4 – Assess training needs and establish tailor-made training programmes, organise trainings according to the established Capacity Building programmes, assess the performance of the operators and their staff A5 – Regularly monitor the operations of all investment projects and organise technical and managerial advice and support where needed
Number of technical staff	Total 5, of which 4 are already recruited, 3 are on full time and 1 (the Programme Director) is on 30% payment and working time

¹ County: an administrative unit in South Sudan immediately below the State

² Payam: an administrative unit in South Sudan immediately below the County, equivalent to a District

³ "Target groups" are the groups/entities who will directly benefit from the Action

⁴ "Final beneficiaries" are those who will benefit from the Action in the long term at the level of the community or sector at large






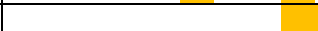
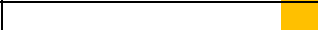


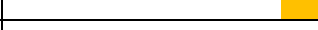



Annex 2: Project Staff

Name	Gender	Position	Telephone	Email
Alexander Solyga	M	Programme Director (30%)	0955333240	alexander.solyga@giz.de
Adolf Gerstl	M	Component Manager	0912300983	adolf.gerstl@giz.de
Patricia Makanza	F	Finance Manager (30%)	0956515959	patricia.makanza@giz.de
Bonsuk Christine	F	Programme Officer	0954084209	christine.bonsuk@giz.de
James Alionzi Diku	M	Programme Engineer	0956606805	James.alionzi@giz.de
Joel Lomanga	M	Administrative Assistant	0954250250	joel.logi@giz.de
Caren Ohaga	F	Senior Finance Officer (50%)	0955213878	caren.akinyi@giz.de
Arike David	M	Finance Assistant (50%)	0954356440	arike.lokiko@giz.de
Raphael Uwo	M	Driver	0956351134	-
Elizabeth Victor	F	Cleaner	0956357856	-

Annex 3: Work Plan since Inception Period

Completed (yes=Y, no=N)

	Preparatory phase	A	S	O	N	D	Y/N
	Finalise the recruitment of staff for the Wau office						Y
	Recruit staff for the Rumbek office						N
1.1	Organise information exchanges with State authorities						Y
1.1.1	Mobilise stakeholders for the presentation of AMTIP						Y
1.2	Identify the public partners at State level to become owners of the infrastructure						Y
1.2.1	Obtain copies of ownership of the investments and/or land titles						Y
1.2.3	Conduct workshops and develop MoU						Y
1.2.4	Sign MoU						N
1.2.5	Assess slaughterhouse needs and agree on a location in Lakes State						Y
1.3	Assess and discuss the legislative gaps in the implementation of PPPs						Y
1.3.1	Obtain copies of the current contracts for review						Y
1.3.2	Discuss issues that weaken the PPPs and how they could be strengthened						Y
1.3.3	Assess the capacities of State-level owners in relation to PPPs						Y
1.4	Legally establish and process PPPs						N
1.4.1	Review current contracts and if necessary, modify them according to existing bylaws						N
1.5	Monitor the formal approval of legal texts						Y
1.5.2	Monitor contracts for the operation of facilities						Y
2.1	Assess/verify the economic viability of the projects and develop business plans						Y
2.1.1	Develop ToR and hire consultant(s) for Aweil and Kuajok rehabilitation						Y
2.1.2	Carry out feasibility study in Kuajok and Aweil						Y
2.1.3	Develop ToR and hire consultant(s) for the Kangi warehouse						Y
2.1.4	Collect baseline data for Kangi						Y
2.1.6	Approve final feasibility report						Y
2.2	Identify plots for construction and monitor the establishment of title deeds						Y
2.2.1	Jointly with all stakeholders, allocate suitable land in Kangi						N
2.2.2	GIZ to follow timely acquisition of the land for construction of the investment						Y
2.3	Assess the physical deficiencies in need of rehabilitation, repair or improvement						Y
2.3.1	Conduct visits to all infrastructures by a qualified engineer and list the required actions						Y
2.3.2	Prepare BoQs						Y
2.3.3	Establish the total cost of materials for rehabilitation, repair and improvement						Y
2.4	Assess training needs and establish tailor-made training programmes						Y
2.4.1	Prepare ToR and hire consultant(s) for a TNA						Y
2.4.2	Carry out TNA						Y
2.4.3	Accept TNA report						Y
2.4.4	Establish training programmes and timetables for various actors						N
2.5	Prepare technical specifications and launch the tenders						Y
2.5.1	Develop technical specifications for the award of works tenders						Y
2.5.2	Develop technical specifications for equipment						Y
2.6	Select and contract constructors/suppliers						N
2.6.1	Tender out works contract for Aweil and Kuajok						N
3.1	Assess/verify the economic viability of the projects and develop business plans						Y
3.1.1	Develop ToR and hire consultant(s) for Wau and Yirol investments						Y
3.1.2	Carry out feasibility study for Wau and Yirol						Y
3.1.3	Develop ToR and hire consultant(s) for Rumbek investments						Y

3.1.4	Collect baseline data in Rumbek		N
3.1.6	Approve final feasibility report		Y
3.2	Identify plots for construction and monitor the establishment of title deeds		Y
3.2.1	Jointly with all stakeholders, allocate suitable land in Wau		Y
3.2.2	GIZ to follow timely acquisition of the land for construction of the investment		Y
3.3	Assess the physical deficiencies in need of rehabilitation, repair or improvement		Y
3.3.1	Conduct a visit to Rumbek slaughterhouse by a qualified engineer and list the required actions		Y
3.3.2	Prepare BoQs		Y
3.3.3	Establish the total cost of materials for rehabilitation, repair and improvement		Y
3.4	Prepare technical specifications and launch the tenders		Y
3.4.1	Develop technical specifications		Y
3.5.2	Develop BoQs		Y
3.5	Select and contract constructors/suppliers		N
3.5.1	Tender out works contract for Wau		N
3.7	Assess training needs and establish tailor-made training programmes		Y
3.7.1	Prepare ToR and hire consultant(s) for a TNA		Y
3.7.2	Carry out TNA		Y
3.7.3	Accept TNA report		Y

Annex 4: Progress toward achieving Project objectives

Intervention logic	Objectively verifiable indicators of achievement	Achievement as of EU monitoring visit in January 2016
<p><i>Overall objective</i></p> <p>Food security and income for rural smallholders are sustainably improved</p>	<p>x % of final beneficiaries have increased their food security by x %</p>	<p>Too early to assess at this stage. Final beneficiaries are rural and peri-urban consumers and smallholder producers</p>
<p><i>Specific objective</i></p> <p>Greater capacity to process, store and market agricultural products. State governments are contracting private operators to run the processing, storage and marketing facilities and the selected private operators are enabled to run the facilities technically and economically at affordable prices</p>	<p>Processing, storage and marketing capacities increased by 10%</p> <p>The legal and administrative framework for PPPs developed, formally approved and disseminated</p> <p>5 contracts with private operators established</p>	<p>Sensitivity analyses conducted and capacity understood. Government is willing to use private operators. A TNA has been done and a training plan is being prepared</p> <p>The legal and administrative framework is still in the process of being finalised</p> <p>One contract has been selected and the other four are being advertised</p>
<p><i>Expected results</i></p> <p>R1 – Management of public-owned facilities outsourced to private operators</p>	<p>Legal contracts for PPPs established</p>	<p>Development of legal contracts is on-going, but stakeholders have broadly accepted the processes and principles of outsourcing and PPPs</p>
<p>R2 – 3 investment projects rehabilitated and operational</p>	<p>2 slaughterhouses in Aweil and Kuajok rehabilitated and operational</p> <p>1 agricultural warehouse at Kangi constructed and operational</p>	<p>BoQs have been developed and tender documents prepared for Aweil and Kuajok</p> <p>Land has been allocated for the Kangi warehouse and a feasibility study is on-going</p>
<p>R3 – 2 investment projects realised and operational</p>	<p>1 slaughterhouse in Wau constructed and operational</p> <p>1 slaughterhouse in Rumbek upgraded, completed and operational</p>	<p>The BoQ for Wau has been developed and tender documents prepared. Land has been allocated and a private operator identified but title deed acquisition is on-going</p> <p>The BoQ has been developed for Rumbek slaughterhouse, but tender documents are still being prepared (drawings are being finalised)</p>
<p>R4 – 5 private operators run the facilities according to technical and economic standards</p>	<p>5 private operators selected and contracted</p> <p>Each operator and their staff have participated in at least 3 training events</p> <p>Technical problems affecting the productive process have been reduced by 20%</p> <p>The economic balance of the 5 enterprises shows positive results</p>	<p>The TNA is complete and a training timetable is being prepared</p>

Annex 5: Challenges and follow-up actions

Challenges	Observations of the EU monitoring visit in January 2016	Action taken/recommended
Fixed low exchange rate with high prices	The floating of the SSP in December 2015 has been resolved for now	
Diversion of support from the Aweil rice mill to the Kangi warehouse	This has led to some delay but GIZ is in the process of completing the feasibility study and designs in consultation with UNOPS and UNIDO	
High turnover of Government staff/ key personnel following expansion to 28 States	This has taken place and will likely slow the pace of AMTIP implementation. GIZ shall ensure that any new arrivals are updated, briefed and included in Project processes	
Disputes over ownership in Kuajok and Rumbek	Both municipalities would like to benefit from rent (i.e. be the owners) but are neglecting their role of public health supervisor. The GIZ governance project will raise awareness of the importance of well thought-out partnerships and functional relationships	
Selection of independent private operators is difficult	Each stakeholder has their preferences. Together, stakeholders will draft joint ToR, conditions and requirements for private operators based on which the operators will be jointly selected. GIZ should lead this process to ensure its success	

Annex 6: Work Plan for January to June 2016

Completed (yes=Y, no=N, partly=P)

		J	F	M	A	M	J	J	Y/N
	Set up Project offices								
	Set up Project office in Rumbek								P
1.2	Identify the public partners at State level to become owners of the infrastructure								
1.2.2	Select Operators								P
1.2.3	Conduct workshops/develop MoU								P
1.2.4	Sign MoU								N
1.3.2	Discuss with all parties how the PPPs could be strengthened								P
1.4	Legally establish and process PPPs								
1.4.1	Review current contracts and if necessary, modify them according to existing bylaws								Y
1.4.2	Assist in the formulation of bylaws to guide the PPPs								N
1.5	Monitor the formal approval of legal texts								
1.5.1	Monitor the MoU								N
1.5.2	Monitor contracts for the operation of facilities								Y
1.5.3	Set deadlines for the completion of construction and rehabilitation								N
2.1	Assess/verify the viability of the projects and develop business plans								
2.1.4	Collect baseline data for Kangi								P
2.1.5	Carry out feasibility study in Kangi								N
2.1.6	Approve final feasibility report								N
2.1.7	Discuss business plans with stakeholders								N
2.1.8	Accept business plans								N
2.1.9	Develop a joint work plan for Kangi agricultural warehouse								N
2.2.3	Monitor title deeds and ensure they are processed within a specified timeframe								Y
2.4.4	Establish training programmes and timetables for various actors								N
2.5	Prepare technical specifications and launch the tenders								
2.5.1	Develop technical specifications for the award of works tenders								Y
2.6.1	Tender out works contracts for Aweil and Kuajok								N
2.6.2	Award contracts and start work in Aweil and Kuajok								N
2.6.3	Tender out works contract for Kangi								N
2.6.4	Award contract and start work in Kangi								N
2.6.5	Select suppliers and procure equipment for Aweil and Kuajok								N
2.7.1	Supervise and monitor the implementation of works contracts								N
2.8	Organise training according to the established Capacity Building programmes								
2.8.1	Establish the number of participants for the training								N
2.8.2	Prepare ToR and hire consultant(s) for various training activities								N
2.8.3	Conduct training activities								N
2.8.4	Organise exchange visits to functioning slaughterhouses								N
3.1	Assess/verify the viability of the projects and develop business plans								
3.1.4	Collect baseline data in Rumbek								N
3.1.5	Carry out feasibility study in Rumbek								N
3.1.6	Approve final feasibility report								N
3.1.7	Discuss business plans with stakeholders								N
3.1.8	Accept business plans								N
3.2	Identify plots for construction and monitor the establishment of title deeds								
3.2.3	Monitor title deeds and ensure they are processed within a specified timeframe								P
3.3	Assess the physical deficiencies in need of rehabilitation,								

	repair or improvement		
3.3.2	Prepare BoQs		P
3.3.3	Establish the total cost of materials for rehabilitation, repair and improvement		P
3.5	Select and contract constructors/suppliers		
3.5.1	Tender out works contract for Wau		N
3.5.2	Award contract for Wau and start work		N
3.5.3	Tender out works contract for Rumbek		N
3.5.4	Award contract for Rumbek and start work		N
3.6.1	Regularly supervise and monitor construction		N
3.8	Organise training according to the established capacity building programmes		
3.8.1	Establish the number of participants for the training		N
3.8.2	Prepare ToR and hire consultant(s) for various training activities		N
3.8.3	Conduct training activities		N
3.8.4	Organise exchange visits to functioning slaughterhouses		N
4.1	Regularly monitor the operations of all investment projects		
4.1.1	Conduct monthly visits to each building		N
4.2	Assess the performance of the operators and their staff		
4.2.1	Assess the economic and technical performance of operators		N
4.2.2	Assess the performance of all actors (owner, users, supervisor, service providers)		N
4.3	Organise technical and managerial advice and support where needed		
4.3.1	Provide backstopping to private operators, users, service providers and owners		Y

Annex 7: Operational Payam and Boma GPS Information

COUNTY	PAYAM	BOMA	COORDINATES	
			Latitude	Longitude
Wau	Wau Municipality	-		
Jur River	Kangi	Kangi Centre		
Gogrial West	Kuac North	Mathiang-Mungorge		
Aweil Centre	Naivasha	New Site		
Rumbek Central	Rumbek Town	-		

Annex 8: Logical Framework

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall objectives	Food security and income for rural smallholders are sustainably improved	x % of final beneficiaries have increased their food security by x %	National statistics FAO, WFP, World Bank reports	The political situation stabilises progressively and favours private sector development State administrations accept the concept of PPPs State administrations respect the established rules and regulations for PPPs State administrations permit the upgrading and/or redrafting of legal texts
Specific objective	SO 1: Greater capacity to process, store and market agricultural products SO 2: State Governments are contracting private operators to run the processing, storage and marketing facilities SO 3: The selected private operators are enabled to run the facilities technically and economically at affordable prices	Processing, storage and marketing capacities increased by 10% The legal and administrative framework for PPPs developed, formally approved and disseminated 5 contracts with private operators established	Baseline/endline survey data Feasibility studies Project progress reports Documentation concerning PPPs at State level State statistics	
Expected results	Result 1: Management of public-owned facilities outsourced to private operators Result 2: 3 investment projects rehabilitated and operational Result 3: 2 investment projects realised and operational Result 4: 5 private operators run the facilities according to technical and economic standards	Legal contracts for PPPs established 2 slaughterhouses in Aweil and Kuajok rehabilitated and operational 1 agricultural warehouse constructed and operational 1 slaughterhouse in Wau constructed and operational 1 slaughterhouse in Rumbek upgraded, completed and operational 5 private operators selected and contracted Each operator and their staff have participated in at least 3 training events Technical problems affecting the productive process have been reduced by 20% The economic balance of the 5 enterprises shows positive results	Public documents on PPPs Project progress reports Mid-term and final review reports Training reports Business reports Annual financial statements of the private enterprises	

Activities

Intervention logic		Objectively verifiable indicators of achievement	Sources and means of verification
1.1	Organise information exchanges with State authorities	Information exchange meetings, chaired by SMARF, have been conducted with stakeholders of the 5 investments in all 4 States	Minutes of meetings Progress reports
1.2	Identify the public partners at State level to become owners of the infrastructure	5 proposed projects accepted by all stakeholders 5 public partners to be the legal owners of infrastructure identified	Minutes of meetings Letters of invitation Ownership documents and land titles
1.3	Assess and discuss the legislative gaps in the implementation of PPPs	Legal gaps affecting the implementation of PPPs identified in relation to the PPPs planned by GIZ	Assessment report
1.4	Legally establish and process PPPs	Bylaws and decrees are in place 5 MoU between SMARF, local Government and GIZ for the 5 PPPs involving GIZ developed Guidelines for the establishment of PPPs in relation to 5 interventions developed	Draft documents Progress reports
1.5	Monitor the formal approval of legal texts	Bylaws and decrees approved 5 MoU between SMARF, local Government and GIZ signed and adhered to	Progress reports
2.1	Assess/verify the economic viability of the projects and develop business plans	Economic viability of Aweil and Kuajok slaughterhouses assessed/verified 2 business plans developed for Aweil and Kuajok slaughterhouse operations Economic viability of agricultural warehouse assessed and business plan developed	Feasibility study report Business plans
2.2	Assess the physical deficiencies in need of rehabilitation, repair or improvement and identify a suitable location for the construction of an agricultural warehouse	Physical deficiencies in need of rehabilitation, repair or improvement identified for Aweil and Kuajok slaughterhouses Suitable location for construction of the agricultural warehouse identified	Assessment reports
2.3	Assess training needs and establish tailor-made training programmes	Training needs identified for private operators, their staff, meat inspectors, Government supervisors and butchers in Aweil and Kuajok as well as the agricultural warehouse operator in Kangi Tailor-made training programmes established	TNA report Training programmes Training timetable
2.4	Prepare technical specifications and launch the tenders	Technical specifications/BoQs established for the rehabilitation of Aweil and Kuajok slaughterhouses Technical specifications for the construction of an agricultural warehouse in Kangi established and 3 tenders launched	Tender documents Advertisements Bidding documents
2.5	Select and contract constructors/suppliers	3 works contracts signed for rehabilitation of the Aweil and Kuajok slaughterhouses and the construction of an agricultural warehouse in Kangi Contracts signed for the supply and repair of equipment	Tender evaluation sessions Works and supply contracts
2.6	Supervise construction/ the supply of equipment	The rehabilitation works completed in Aweil and Kuajok conform to the technical specifications of the tender document	Mission reports, notes to file

		The warehouse constructed in Kangi conforms to the technical specifications of the contract	Certificates of acceptance
2.7	Organise training according to the established programmes	X n° of trainings organised with x n° of participants comprising owners, users and operators of the infrastructures as well as providers of services to operators	Training reports Progress reports
3.1	Assess/verify the economic viability of the projects and develop business plans	Economic viability of the 2 slaughterhouses in Wau and Rumbek assessed and verified Business plans developed	Feasibility study report Business plans
3.2	Identify suitable plots for construction and monitor the establishment of title deeds	2 suitable plots for construction of the Wau and Rumbek slaughterhouses assessed and identified	Assessment report Copies of title deed
3.3	Prepare technical specifications and launch the tenders	Technical specifications developed for construction of the Wau and Rumbek slaughterhouses 2 tenders launched for construction of the Wau and Rumbek slaughterhouses	Tender documents Advertisements Bidding documents
3.4	Select and contract constructors/suppliers	2 works contracts signed	Tender evaluation Works and supply contracts
3.5	Supervise construction/ the supply of equipment	Construction works conform to technical specifications	Mission reports Certificates of acceptance
3.6	Assess training needs and establish tailor-made training programmes	Training needs of private operators, meat inspectors, supervisors and butchers for Wau and Rumbek slaughterhouses assessed and identified Tailor-made training programmes drafted	Training needs assessment report Assessment report Progress reports Training timetable
3.7	Organise training according to the established programmes	X n° of trainings organised with x n° of participants comprising owners, users and operators of the infrastructures as well as providers of services to operators	Training reports Progress reports
4.1	Regularly monitor the operations of all investment projects	Quarterly monitoring of the operations of the investment projects conducted	Mission reports Progress reports
4.2	Assess the performance of the operators and their staff	Quarterly assessment of the technical and economic performance of all facilities conducted	Assessment reports
4.3	Organise technical and managerial advice and support where needed	Support missions, on-the-job training and advisory sessions conducted	Mission reports Progress reports